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PERSONNEL MANAGEMENT INFORMATION

FISCAL YEAR 1977

DEFENSE COMMUNICATIONS AGENCY
OFFICE OF ASSISTANT TO THE DIRECTOR FOR PERSONNEL
PLANS AND ANALYSIS DIVISION (CODE 730)
WASHINGTON, D.C. 20305

DECEMBER - 1977

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DEFENSE COMMUNICATIONS AGENCY
WASHINGTON, D.C. 20305

FOREWORD

This is the first consolidated issuance of personnel management data for the Agency. It has been prepared to assist in evaluating the overall Agency personnel posture and also to help you evaluate the personnel management and administration in your organization.

This data will be published on an annual basis. We welcome any suggestions you have that would make it more useful to you.

CHARLES H. SCOTT
Colonel, USA
Assistant to the Director
for Personnel

SECURITY CLASSIFICATION OF THIS PAGE *(When Data Entered)*

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Military on-board strength
Civilian personnel ceilings
High-grade summary
Civilian accessions and attrition

20. ABSTRACT *(Continue on reverse side if necessary and identify by block number)*

This document forms one of the inputs to the process of evaluating personnel management and administration. It presents selected personnel data to assist managers in assessing and improving their personnel management. It provides a picture of the overall personnel posture, an understanding of the workforce profile and composition, and a baseline for future comparison and analysis.

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PREFACE

DCA FY 1977 PERSONNEL MANAGEMENT INFORMATION

This document forms one of the inputs to the process of evaluating personnel management and administration in DCA. It presents selected personnel data to assist heads of DCA Staff Elements and Field Activities in assessing and improving their personnel management and administration. In addition, the information is designed to provide—

● A better picture of overall Agency personnel posture.

● An understanding of DCA workforce profile and composition.

● A baseline for future comparison and analyses.

The material is presented in the form of statistical tables, graphs, and charts, along with narrative description and explanation. It is grouped in five broad areas: staffing, education and training, recognition and evaluation, workforce profile, and special interest items. Information is included only if it is—

● An indicator or provides data on an important aspect of personnel administration.

● Meaningful and useful to managers to carry out their personnel responsibilities.

● Available in either automated or manual form without additional reports from DCA staff or field activities.

Managers are encouraged to compare the information they have about their own activity with the data presented here. In using and interpreting this data, managers should be aware that much of this data is meant to provide statistical indicators rather than definitive conclusions for the various personnel areas. In general, any individual statistics and charts should not be viewed in isolation, but as they relate to other personnel management information.

The personnel information in this document is provided by the Office of Education, Training, and Career Development; Military and Civilian Personnel Divisions; and the Personnel Management Information System of DCA. In most instances, the original source of the data is individual personnel records and information submitted by heads of DCA activities and supporting personnel offices. Generally, the information represents Agency-wide personnel data for Fiscal Year 1977, although comparisons with prior years, among DCA activities, or with government-wide figures are made when the data is available.
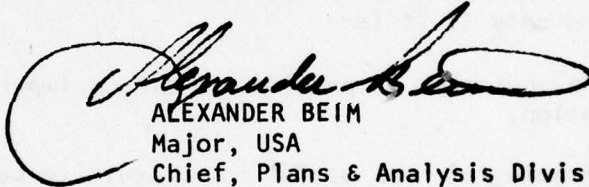
In addition, Agency-wide totals only are shown when the numbers involved are too small to be meaningful when divided among individual DCA activities. To enable you to compare organizations and data bases of different sizes, some information is presented in percentages rather than as absolute numbers.

Unless otherwise indicated, all DCA data is based on the on-board strength as of 30 September 1977. Also, unless specifically stated, WHCA data is not included in this document.

The codes and abbreviations used for DCA "activities" and for the predominant skill groupings in DCA are listed on the next page.

Due to changes in the Fiscal Year period occurring in 1977, the comparison of FY 77 with prior years varies. In some cases it is necessary to compare with the prior 12 month period (2nd, 3rd, and 4th Qtrs of FY 76 and FY 7T), in other cases actual FY 76 data is used, and at times both FY 76 and FY 7T data is appropriate.

When appropriate, the governing DCAI is listed along with names and telephone numbers for individuals in the Office of the Assistant to the Director for Personnel who may be contacted concerning the material presented. For all other information presented, contact the Plans and Analysis Division.

ALEXANDER BEIM
Major, USA
Chief, Plans & Analysis Division

ABBREVIATIONS

ACTIVITIES AND SKILL GROUPS

ACTIVITIES

100	Office of the Director, DCA
200	Office of the Assistant to the Director for Administration
400	Plans and Programs Directorate
500	Operations Directorate
600	Comptroller Directorate
700	Office of the Assistant to the Director for Personnel
800	Military Satellite Communications Systems Directorate
NCS	Office of the Manager, National Communications System
WSEO	WWMCCS System Engineering Organization
DCAOC	Defense Communications Agency Operations Center
DCEC	Defense Communications Engineering Center
CCTC	Command and Control Technical Center
DECCO	Defense Commercial Communications Office
EUR	DCA European Area
PAC	DCA Pacific Area
WHCA	White House Communications Agency

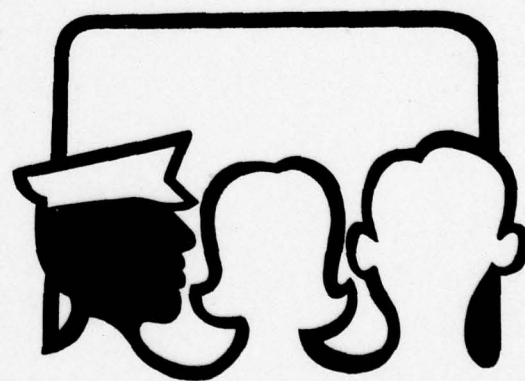### SKILL GROUPS

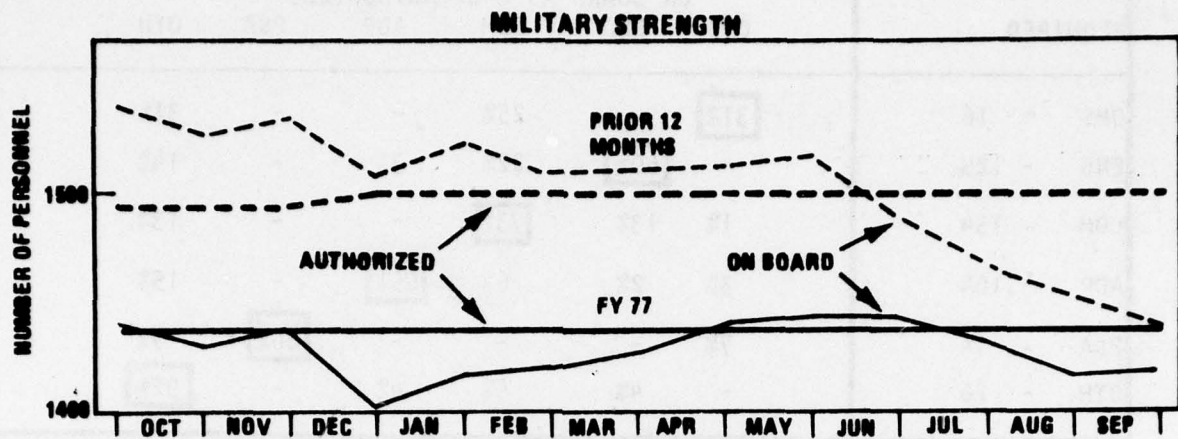|	
OMS	Skills involving operations research and systems analysis (ORSA), mathematics, and sciences.
ENG	All engineering disciplines, including communications engineers.
COM	Communications related skills, excluding communications engineers.
ADP	All data processing related skills.
P&A	Personnel and administrative skills, excluding purely clerical or secretarial functions.
C&S	Skills involving clerical and secretarial functions.
OTH	Includes all other skill areas. Each of the skills included here (about 25 different occupational series are involved) forms 1% or less of the DCA workforce, except for about 2.5% in the comptroller/finance area.

CONTENTS

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STAFFING

MILITARY STRENGTH

MILITARY STRENGTH

Chart showing NUMBER OF PERSONNEL (1400 to 1800+) over months OCT through SEP, with lines labeled PRIOR 12 MONTHS, AUTHORIZED, ON BOARD, and FY 77.

Includes WHCA

Military on-board strength of the Agency during FY 77 has been about 100 below FY 76, the decrease occurring generally during FY 7T. As shown above, this reflects a corresponding decrease of about 60 in the authorization figures.

The chart below represents officer vacancy trends. These have been fairly consistent over the last two years, generally running less than 9% of the authorized officer strength. Vacancies without programmed replacements (nominees) have been averaging only about 2% of officer authorizations. The only problem encountered has been the disproportionately high percentage of Navy officer vacancies. These have typically formed close to half of the officer vacancies, although Navy officers comprise about 20% of the DCA officer strength.

OFFICER VACANCIES

Chart showing NR (0 to 40+) over months OCT through SEP, with lines labeled ALL VACANCIES, FY 77, PRIOR 12 MOS, VACANCIES W/OUT NOMS.
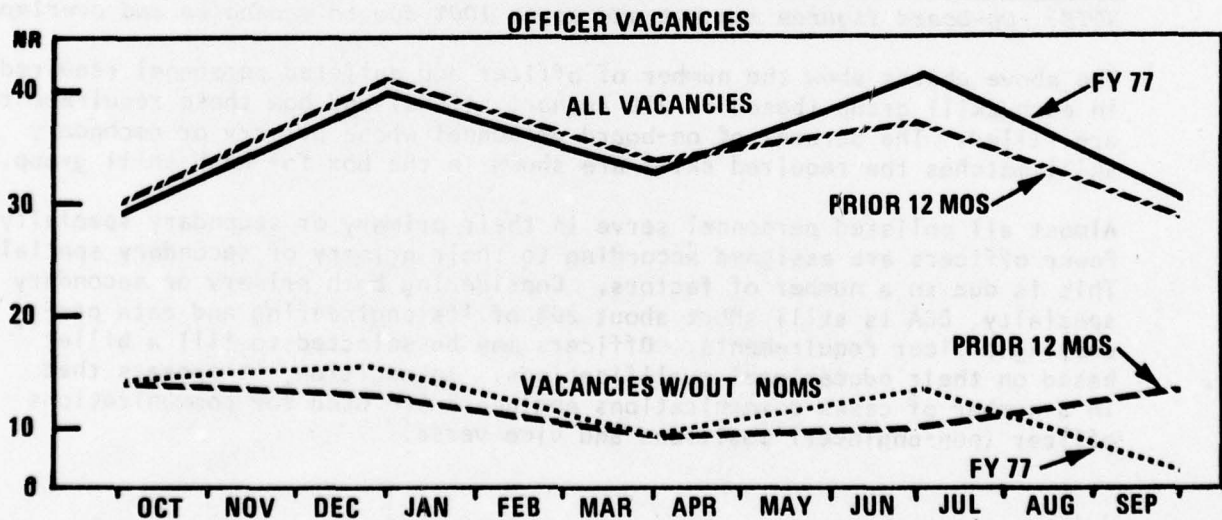
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MILITARY SKILL REQUIREMENTS

OFFICERS - REQUIRED VS ON BOARD BY SKILL

REQUIRED	ON BOARD AS % OF AUTHORIZED					
	OMS	ENG	COM	ADP	P&A	OTH
OMS - 16	31%	-	25%	-	-	31%
ENG - 125	-	60%	22%	3%	-	14%
COM - 154	1%	13%	73%	-	-	13%
ADP - 104	3%	2%	6%	65%	-	15%
P&A - 14	7%	-	-	-	86%	7%
OTH - 26	-	4%	6%	4%	-	92%

ENLISTED - REQUIRED VS ON BOARD BY SKILL

REQUIRED	ON BOARD AS % OF AUTHORIZED			
	COM	ADP	P&A	OTH
COM - 216	94%	1%	-	1%
ADP - 248	1%	91%	1%	-
P&A - 26	-	-	100%	4%
OTH - 32	4%	3%	-	78%

NOTE: On-board figures may not add up to 100% due to vacancies and overlaps.

The above charts show the number of officer and enlisted personnel required
in each skill group (based on JTD authorizations) and how these requirements
are filled. The percent of on-board personnel whose primary or secondary
skill matches the required skill are shown in the box for each skill group.

Almost all enlisted personnel serve in their primary or secondary specialty.
Fewer officers are assigned according to their primary or secondary specialty.
This is due to a number of factors. Considering both primary or secondary
specialty, DCA is still short about 20% of its engineering and data pro-
cessing officer requirements. Officers may be selected to fill a billet
based on their educational qualifications. In addition, it appears that
in a number of cases communications engineers are used for communications
officer (non-engineer) positions and vice versa.

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MILITARY ADVANCED ACADEMIC REQUIREMENTS

In FY 77, 216 DCA officer positions were validated for advanced academic degrees. For FY 78 this number drops to 196 positions. The reduction of 20 requirements is due to deletion of six validated billets from the JTD's and what appears to be a more realistic approach by managers. The latter action appropriately prevents over-budgeting for education funds and assignment of over-qualified personnel.

ADVANCE DEGREE REQUIREMENTS BY ACTIVITY & SERVICE

ACTIVITY	TOTAL		ARMY		NAVY		AIR FORCE		MARINE CORPS	
	FY77	FY78	FY77	FY78	FY77	FY78	FY77	FY78	FY77	FY78
HQ & NCS	51	36(1)	16	11(1)	13	9	22	16	0	0
WSEO	8(1)	19(2)	1	5(1)	0	7	7(1)	7(1)	0	0
DCAOC	11	5	5	2	4	3	2	0	0	0
DCEC	34(3)	34(2)	8	9	9	9	17(3)	16(2)	0	0
CCTC	86(1)	77(1)	26	23	25	20	31(1)	30(1)	4	4
DECCO	5	4	2	2	0	0	3	2	0	0
EUR	6	6	2	2	0	0	4	4	0	0
PAC	15	15	4	4	4	4	6	6	1	1
TOTAL	216(5)	196(6)	64	58(2)	55	52	92(5)	81(4)	5	5

( ) Doctorate

DEGREE REQUIREMENTS BY DISCIPLINE

DISCIPLINE	ENG		ADP		COM MGT		MATH & OP ANAL		MGT & BUS MGT		OTHER		TOTAL	
FISCAL YEAR	77	78	77	78	77	78	77	78	77	78	77	78	77	78
MASTERS	88	87	47	45	41	27	23	20	9	7	3	4	211	190
DOCTORATE	5	6	0	0	0	0	0	0	0	0	0	0	5	6

Code 710, Lt. Col. Scarborough, Ext 22630

CIVILIAN STRENGTH

CIVILIAN STRENGTH

15 MAR 77: HIRING
RESTRICTION
TEMPORARY
CEILING OF 1625

24 AUG 77: RESTRICTION LIFTED
HIRING LIMITED TO FY 78 CEILING

1700

AUTHORIZED

FY 1977

PRIOR 12
MONTHS

ON BOARD

1000

| OCT | NOV | DEC | JAN | FEB | MAR | APR | MAY | JUN | JUL | AUG | SEP |
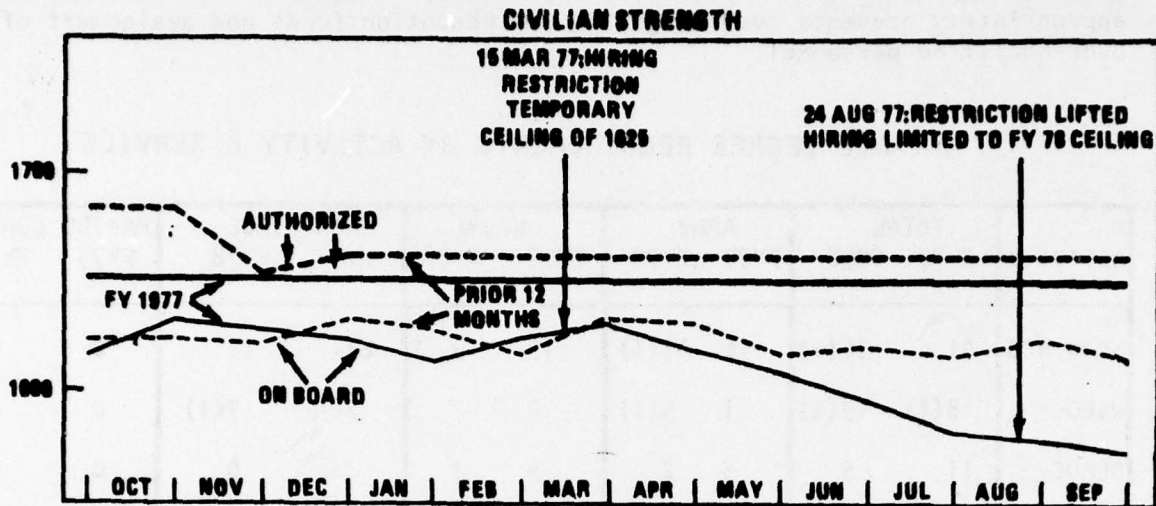
Includes WHCA

Civilian strength of the Agency was affected by reduced personnel ceilings
(1651 for FY 77 vs 1672 at end FY 7T), by the Presidential hiring restric-
tions which imposed a ceiling based on the on-board strength on 28 February
1977 (1625), and by the FY 78 ceiling of 1603. DCA continues with an on-
board strength close (within 2 - 3%) to the ceiling. This continues to
affect the Agency's ability to support personnel programs where individuals
must be applied toward total Agency ceiling (e. g., In-Processing Unit,
cooperative education, summer hiring from Civil Service registers).

Other categories of personnel also affect strength accounting. This
must be considered in viewing the above chart. Heads of major DCA staff
elements, field activities, and civilian personnel offices have been asked
to make a special effort to identify these categories of personnel. They
are listed by activity on the chart on the following page and consist of--

Overages. As a result of the reduction in civilian personnel ceilings,
both for FY 78 and prior years, the Agency ended FY 77 with 42 individuals
who could not be placed in authorized JTD positions. These individuals
count towards the total DCA ceiling. Continuing effort will be required
to reduce this number and to place overage personnel into authorized JTD
vacancies.

Part-Time. These General Schedule (GS) employees are included in the DCA
strength figures. Their number is relatively small and includes two IPU's
in DCEC.

CIVILIAN STRENGTH

WAE. Personnel in this category are included in the DCA strength only "When Actually Employed" during the month. During FY 77 this consisted of 3 experts/ consultants and one GS employee.

IPU. GS personnel hired in accordance with DCAI 220-15-41 to reduce the timelag between recruitment and placement of clerical personnel. They are included in DCA strength and as of end of FY 77, 12 were in this category (including 2 in a part-time status).

COOP. This cooperative education program had 8 college students remaining at the end of FY 77. They are counted against DCA strength when working at DCA and are in a LWOP status when in college.

YOUTH. Employment under one of a number of categories of Presidential Youth Opportunity programs is exempt from personnel ceilings. The largest number of individuals employed under these programs in FY 77 was 68 during the summer months.

LWOP. Individuals in a leave-without-pay status in excess of 30 days are not counted against ceiling. However, since these individuals can return to their position in DCA after termination of their LWOP, they affect the hiring of new employees when the on-board strength is at or near the authorized ceiling. As of end of FY 77, 13 individuals were in a LWOP category, including 6 of the 8 COOP's.

RETURN RIGHTS. As of the end of FY 77, 15 individuals were identified as having return rights to positions in DCA within the FY 78 period. This includes personnel in overseas assignments and those in a trial retirement status. Eleven of the 15 are in the high-grade category.

SPECIAL CATEGORIES OF ON-BOARD PERSONNEL

ACTIVITY	OVERAGES	PART-TIME	WAE	IPU	COOP	YOUTH	LWOP	RETURN RIGHTS
100	1		2					1
200	2		1			15		
400	3		1			5	1	2
500	6					2		1
600	1	1						
700	1			4		4	1	
800								1
NCS						2		
WSEO								
DCAOC	4				1	4	2	4
DCEC	5	3		2	2	12		2
CCTC	5			6	5	11	6	2
DECCO	13					12	3	1
EUR								
PAC	1					1		1
TOTAL	42	4	4	12	8	68	13	15

NOTE: *Foreign nationals excluded from all strength data.*

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CIVILIAN STRENGTH

To preclude adverse personnel actions as a result of exceeding personnel ceil-
ings and to highlight for managers the personnel status of their activity,
monthly on-board strength reports are prepared. The chart below shows the
individual activities' strength during three points in FY 77. This chart
depicts only those employees who are applied against ceiling (see preceding
page). At end of FY 77 the Agency was already below its end FY 78 target
by 2%. However, with the lifting of hiring restrictions, the existing
overages, and the potential of employees exercising their return rights, the
need for monthly monitoring of civilian strength of each activity will remain.

CIVILIAN ON-BOARD STRENGTH BY ACTIVITY

ACTIVITY	FY 77 AUTH	START FY 77	MID FY 77	END FY 77	FY 78 AUTH
100	25	21	25	27	28
200	77	79	80	74	72
400	64	68	65	62	64
500	82	83	84	82	77
600	66	58	62	64	69
700	30	30	29	28	29
800	13	13	13	12	13
NCS	25	23	24	24	24
WSEO	24	5	14	16	25
DCAOC	175	175	176	171	170
DCEC	253	248	246	246	247
CCTC	502	492	498	466	483
DECCO	195	205	192	185	185
EUR	51	49	50	45	51
PAC	55	62	60	57	55
OTHER	14	5	15	14	11
TOTAL	1651	1616	1633	1573	1603

Includes WHCA

SENIOR LEVEL POSITIONS
(GS-13 AND ABOVE)

FY 77 HIGH GRADE SUMMARY

TOTAL HIGH GRADES ON BOARD

3 AUG 77 RESTRICTIONS ON HIGH GRADES

HIGH GRADES ON BOARD (WSEO EXCLUDED)

FY 77 TARGET (WSEO EXCLUDED)

OCT NOV DEC JAN FEB MAR APR MAY JUN JUL AUG SEP
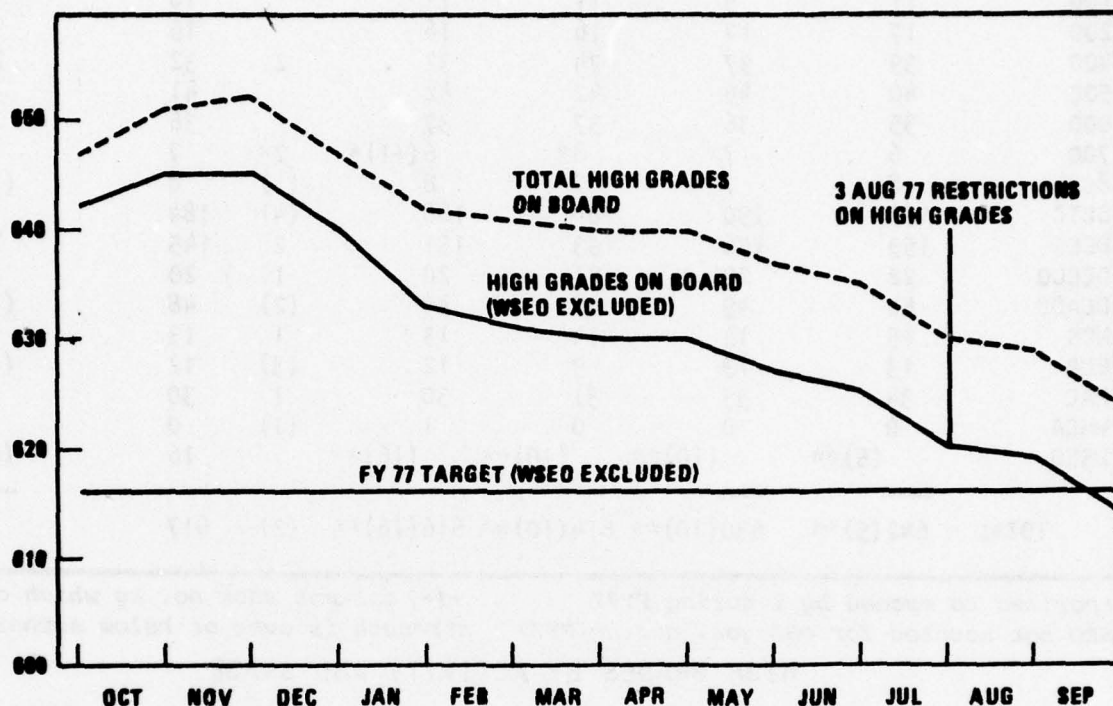
Includes WHCA
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The FY 77 High-Grade Summary portrays the Agency's successful efforts to meet the OSD target of 616 senior-level positions (high grades--GS13 and above) by the end of FY 77. WSEO was excluded from this target during FY 77, but is included in the FY 78 goal of 617. Although hiring restrictions were imposed on the total civilian workforce in March 1977, additional restrictions were needed on senior-level positions during August and September 1977 which enabled the Agency to meet its FY 77 target.

DCA ended FY 77 with two under its FY 77 target and, with the addition of WSEO, with only seven over its FY 78 target. The "High Grades by Activity" chart on the next page shows the progress toward FY 77 goal of each activity. Also shown is the number of senior-level individuals over or under each activity's authorization based on both end FY 77 and FY 78 targets.

The "High Grades by Activity and Grade" chart on the next page further portrays the end FY 77 on-board strength of the senior-level personnel. (Personnel employed under Title 10, U. S. C. 1581 (P. L. 313), are shown as ST.)

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SENIOR LEVEL POSITIONS

HIGH GRADES BY ACTIVITY

ACTIVITY	START FY77	MID FY77	END FY77	FY77 AUTH	+(-)	FY78 AUTH	+(-)
100	11	9	11	11		10	1
200	17	17	16	16		15	1
400	39	37	34	32	2	32	2
500	40	40	42	42		41	1
600	35	36	37	37		36	1
700	6	7*	8*	6(+1)*	2*	7	1
800	8	7	7	8	(1)	8	(1)
CCTC	193	190	184	188	(4)	184	
DCEC	159	156	153	151	2	145	8
DECCO	22	22	21	20	1	20	1
DCAOC	50	49	47	49	(2)	48	(1)
NCS	15	14	14	13	1	13	1
EUR	13	13	9	12	(3)	12	(3)
PAC	34	33	31	30	1	30	1
WHCA	0	0	0	1	(1)	0	
WSEO	(5)**	(10)**	(10)**	(16)**		16	(6)
TOTAL	642(5)**	630(10)**	614(10)**	616(16)**	(2)	617	7

*Authorized to exceed by 1 during FY77   +(-) columns show no. by which on-board
**WSEO not counted for OSD goal during FY77   strength is over or below authorized.

HIGH GRADES BY ACTIVITY AND GRADE

ACTIVITY	13	14	15	16	17	ST	TOTAL
100	0	5	4	0	0	0	11
200	11	3	2	0	0	0	16
400	18	10	6	0	0	0	34
500	25	14	3	0	0	0	42
600	6	19	11	0	1	0	37
700	5	2	1	0	0	0	8
800	0	2	4	0	0	1	7
CCTC	83	61	32	4	0	4	184
DCEC	57	43	47	4	1	1	153
DECCO	13	6	2	0	0	0	21
DCAOC	33	7	7	0	0	0	47
NCS	3	6	5	0	0	0	14
EUR	7	1	1	0	0	0	9
PAC	26	4	1	0	0	0	31
WHCA	0	0	0	0	0	0	0
WSEO	0	1	7	0	0	2	10
TOTAL	287	184	132	9	3	9	624

ACCESSIONS/ATTRITION

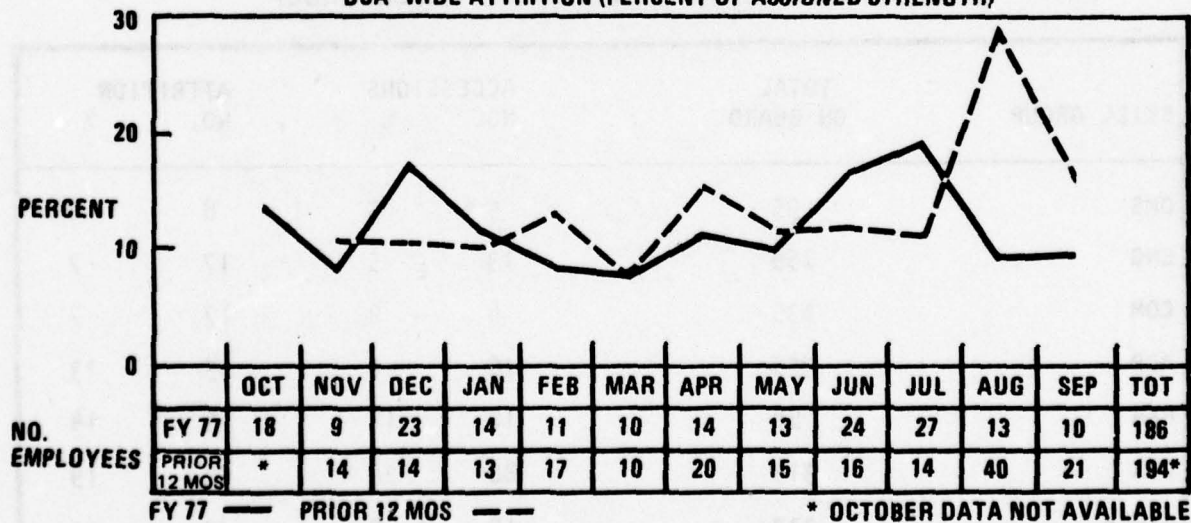Accessions are employee gains to the civilian workforce. Attrition is the permanent loss of employees, regardless of reason. Students employed under one of the Presidential Youth Opportunity Programs are excluded from both figures. All percentages shown represent an annual rate.

DCA-wide monthly accessions and attrition are shown on the two charts below. Both number of employees and annual rate (%) are shown. DCA hired only 148 employees during FY77--a 9% rate vs 13% for the preceding 12 months. FY 77 attrition was also lower--11% vs 13% for the prior 12 months. Both reflect the Presidential hiring restrictions imposed in March 1977 and the additional restrictions placed by DCA on senior-level positions in August and September 1977.

DCA-WIDE ACCESSIONS (PERCENT OF ASSIGNED STRENGTH)

NO. EMPLOYEES		OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	TOT
	FY 77	15	19	15	15	15	14	10	7	9	9	11	9	148
	PRIOR 12 MOS	*	15	19	14	16	23	23	12	27	19	26	9	203*

FY 77 —— PRIOR 12 MOS — —   * OCTOBER DATA NOT AVAILABLE
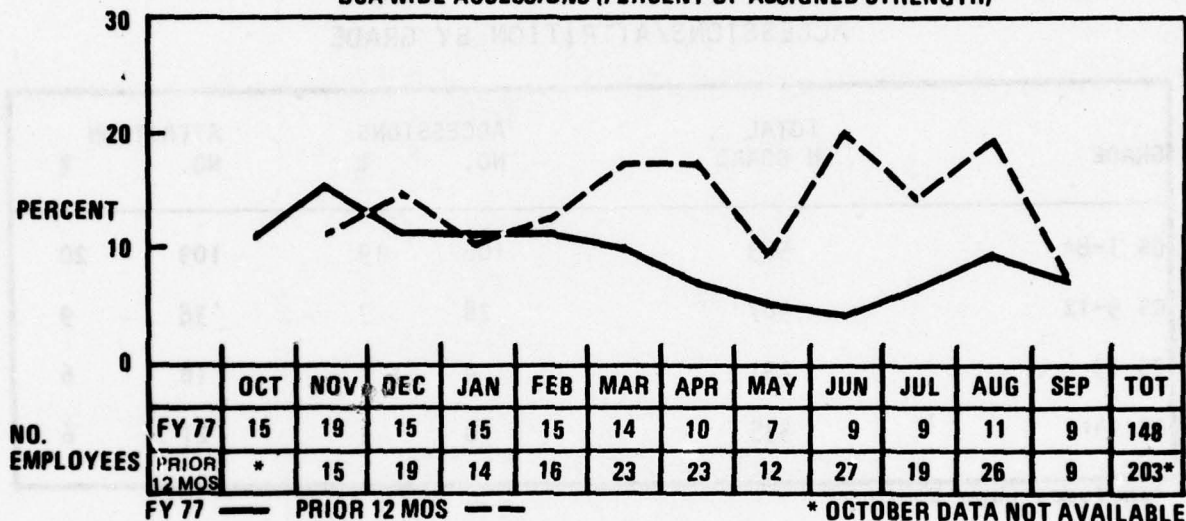
DCA—WIDE ATTRITION (PERCENT OF ASSIGNED STRENGTH)

NO. EMPLOYEES		OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	TOT
	FY 77	18	9	23	14	11	10	14	13	24	27	13	10	186
	PRIOR 12 MOS	*	14	14	13	17	10	20	15	16	14	40	21	194*

FY 77 —— PRIOR 12 MOS — —   * OCTOBER DATA NOT AVAILABLE

ACCESSIONS/ATTRITION

While total accessions and attrition are lower in FY 77 than in the preceding 12 months, they remain proportionately comparable within the various grade and skill groups and with other DoD activities. A 10% to 12% attrition rate (all losses) may be considered normal for our workforce composition and contributes to the vitalization of our professional staff. As in the past, the highest attrition is in the lower grades and the clerical/secretarial career field with approximately one out of five of these employees affected. This is comparable to the preceding year and is a problem common to most government agencies. Nonetheless, it represents a high degree of turbulance and resulting decrease in efficiency, due to lack of experience with DCA, need for orientation, training requirements, and costs associated with the hiring and release of employees.

ACCESSIONS/ATTRITION BY GRADE

GRADE	TOTAL ON BOARD	ACCESSIONS NO.	%	ATTRITION NO.	%
GS 1-8*	553	106	19	109	20
GS 9-12	407	28	7	38	9
GS 13	291	4	1	18	6
GS 14+	335	10	3	21	6

*Includes Wage Board

ACCESSIONS/ATTRITION BY SKILL GROUP

SKILL GROUP	TOTAL ON BOARD	ACCESSIONS NO.	%	ATTRITION NO.	%
OMS	95	5	5	8	8
ENG	259	13	5	17	7
COM	235	4	2	17	7
ADP	359	16	4	45	13
P&A	98	12	12	14	14
C&S	313	80	26	58	19
OTHER	227	18	8	27	11

ACCESSIONS/ATTRITION

The statistics on preceding pages reflect only gains and losses to the total
DCA workforce. Since heads of major DCA staff elements and field activities
are concerned with gains and losses to their own organizations, the charts
below show gains and losses for each activity, including those which resulted
from intra-DCA transfers between activities listed. The annual percentage
rate and actual number of employees are shown. The high (75%) gain rate for
WSEO reflects the initial staffing of that organization.

## CIVILIAN GAIN/LOSS RATE (INCLUDES LATERALS)

PERCENT ASSIGNED STRENGTH
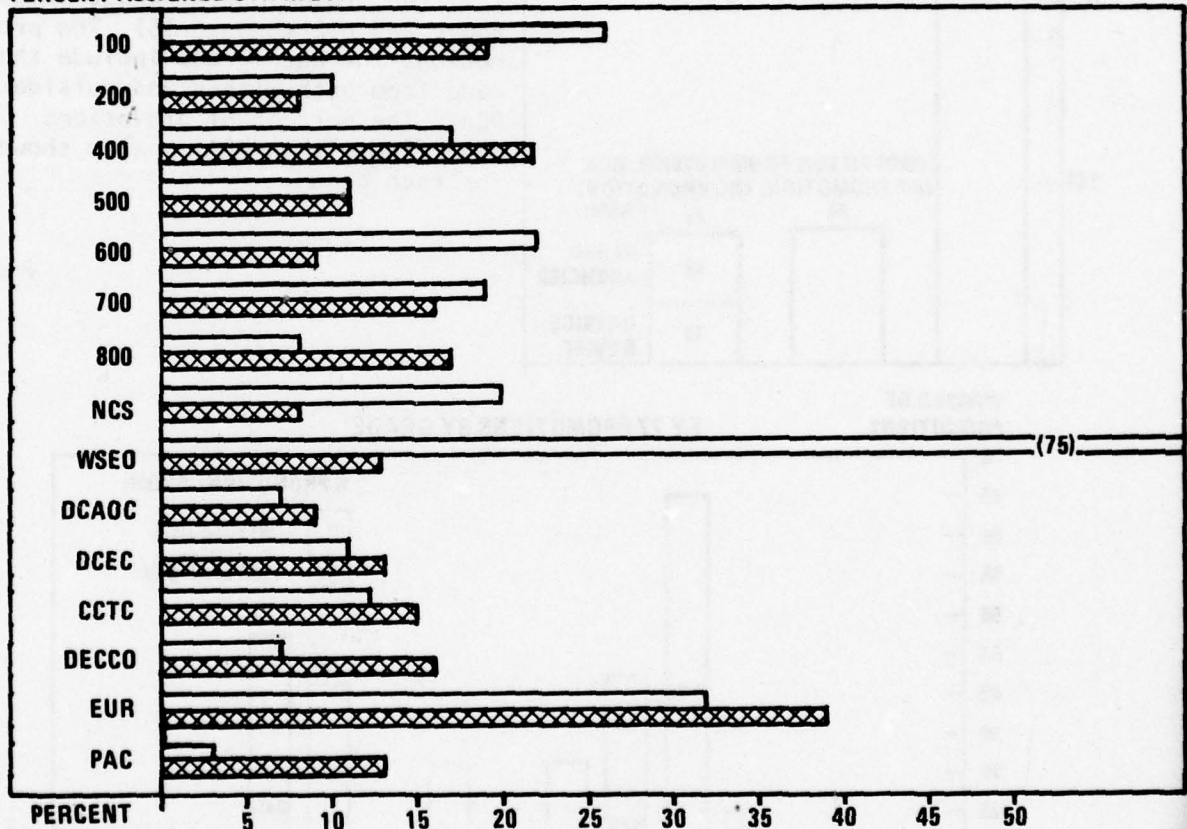
GAIN   LOSS

ACTIVITY	100	200	400	500	600	700	800	NCS	WSEO	DCA-OC	DCEC	CCTC	DEC-CO	EUR	PAC	TOT
GAINS	7	7	11	11	14	6	1	5	12	13	28	57	14	14	3	203
LOSSES	5	6	14	11	6	5	2	2	2	15	31	71	30	17	9	226

NO EMPLOYEES

13

CIVILIAN PROMOTIONS AND HIRING

Unlike personnel systems where rank is vested in the individual (military, State Department, et al.), the grade of a Civil Service employee depends on occupying a position classified at that particular grade. Thus, the term "promotion" used here refers to a "position change" of an employee to a higher grade position (including changes in duties of a given position which result in a higher grade).
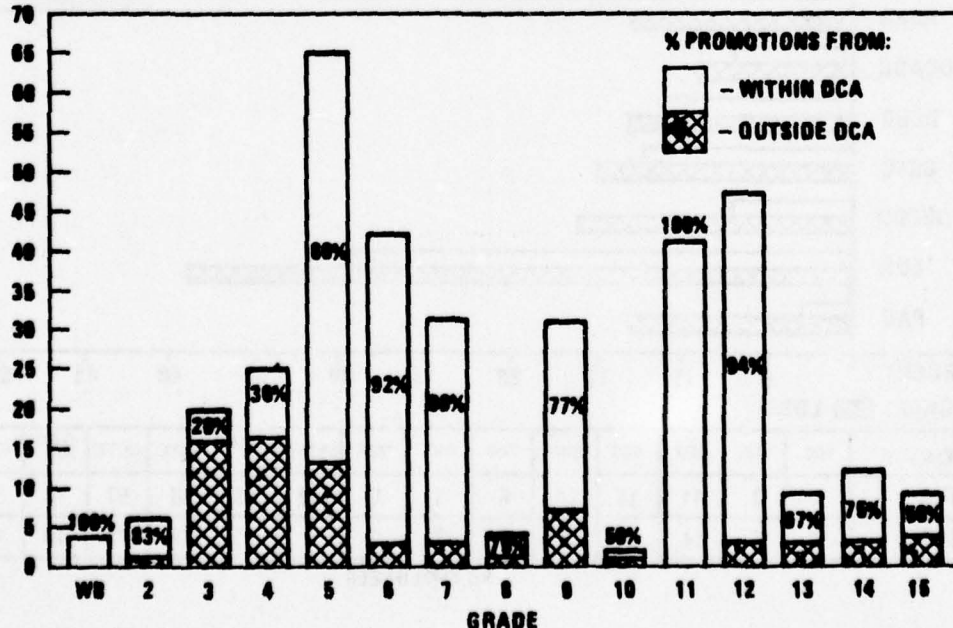
PROMOTIONS & OUTSIDE FILLS
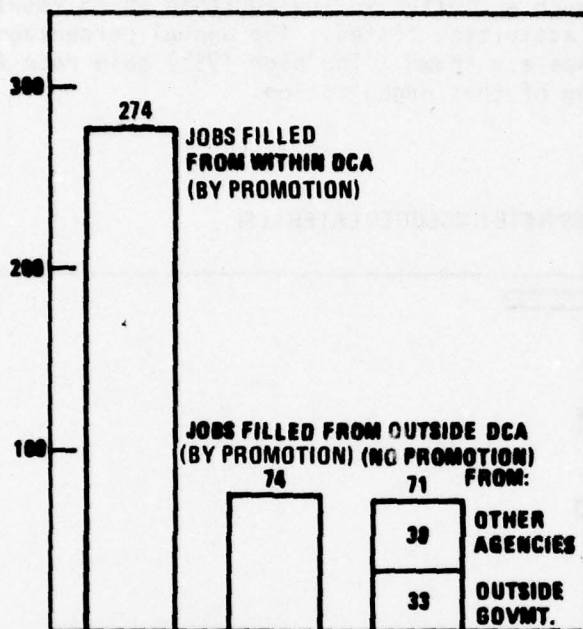
During FY 77, 348 individuals were promoted--about 22% of the Agency's civilian workforce. A total of 145 positions were filled from outside DCA; about 51% of these (74 individuals) by promotion.

The chart below shows the number of civilian promotions by grade (wage board and GS2 through 15). The promotions for each grade include those made from both within and outside DCA. The percent of promotions made from within DCA is also shown for each grade.
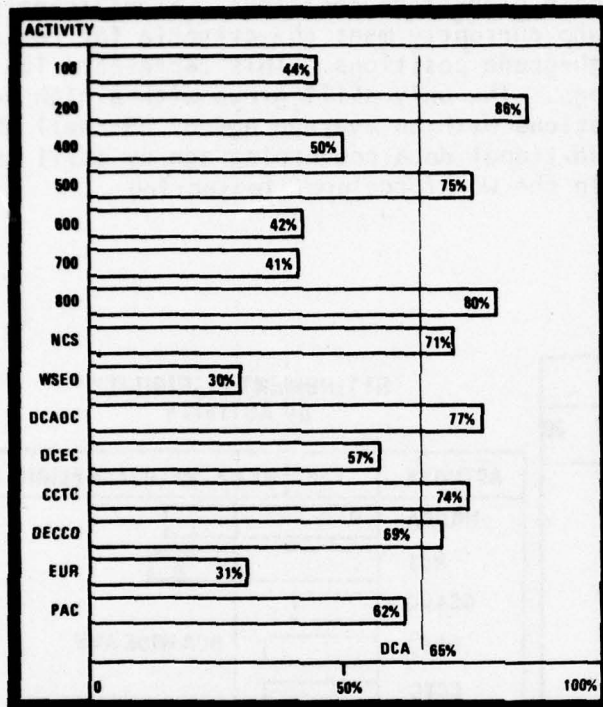

NUMBER OF PROMOTIONS

FY 77 PROMOTIONS BY GRADE

Code 722, Mr. Lewis, Ext 22792

Includes WHCA

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CIVILIAN PROMOTION AND HIRING

% OF JOBS FILLED BY PROMOTION FROM WITHIN DCA

ACTIVITY	
100	44%
200	86%
400	50%
500	75%
600	42%
700	41%
800	80%
NCS	71%
WSEO	30%
DCAOC	77%
DCEC	57%
CCTC	74%
DECCO	69%
EUR	31%
PAC	62%
DCA	65%

0   50%   100%

During FY 77, DCA filled 65% of its jobs by internal promotion (including career promotion of incumbents), 18% by promotions from outside DCA, 9% by lateral transfers from other Government agencies, and 8% by hiring from outside the Government. (A small number of jobs were filled by lateral transfers within DCA. This figure was not readily available and is not included here.) The chart on the left shows the percent of jobs filled by promotion (including career promotions of incumbents) from within DCA by each activity. In a number of cases, the relatively low percentage reflects the fact that some skill areas are present in very small numbers in DCA.

PROMOTION OF WOMEN & MINORITIES

GRADE	TOTAL PROMOTED	WOMEN NR	%	MINORITY NR	%
GS 1-8*	199	167	84	31	16
GS 9-12	119	31	26	8	7
GS13& ABOVE	30	1	3	2	6
ALL	348	199	57	41	12

*Includes wage board

This chart portrays the number and percent of women and minorities promoted during FY 77.

Code 722, Mr. Lewis, Ext 22792

Includes WHCA

15

CIVILIAN RETIREMENT

There were 25 civilian retirements during FY 77; 17 voluntary and 8 due to disability. Of those retiring 14 held high-grade positions. Significantly, of the 154 (10%) of the workforce who currently meet the criteria for retirement, 100 (65%) are assigned to high-grade positions. This represents 16% of the occupants of high-grade positions. The only skill group with a high near-term aging/loss factor is communications with an average age of 49--well above the DCA-wide average age of 42. Additional data concerning age by skill group, grade, and education are provided in the workforce profile section.

ELIGIBLE TO RETIRE BY SKILL/GRADE GROUP
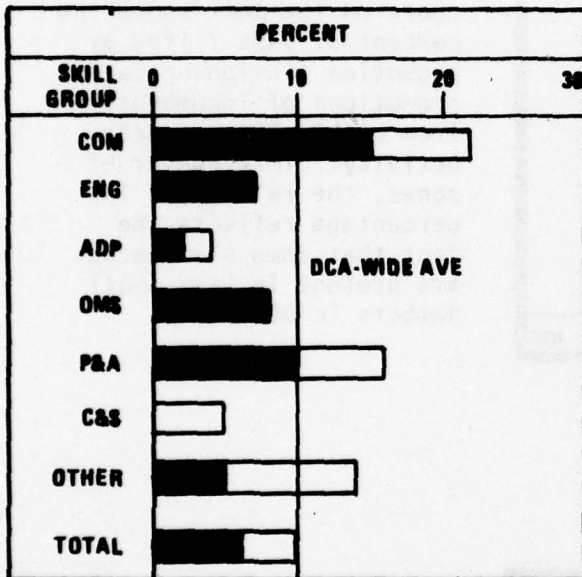
RETIREMENT ELIGIBILITY BY ACTIVITY
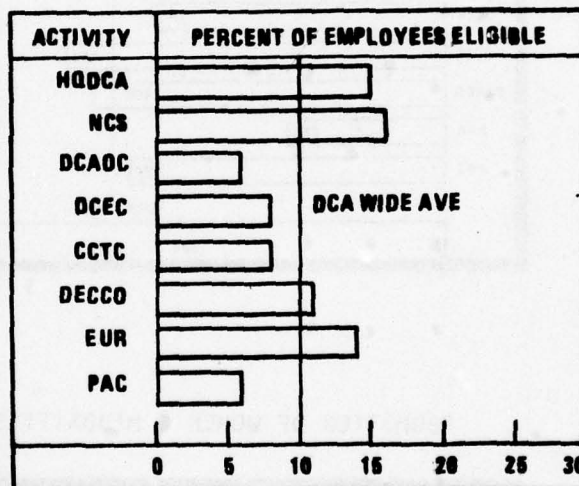
■ - HIGH GRADE POSITIONS

□ - GS 1-12 AND WAGE BOARD

SKILL GROUP	COM	ENG	ADP	OMS	P&A	C&S	OTHER	TOTAL
NO. ELIGIBLE	51	18	15	8	16	15	31	154
IN HIGH GRADE	36	18	8	8	10	0	20	100

16

EDUCATION
&
TRAINING

MILITARY AND CIVILIAN EDUCATION AND TRAINING

During FY 1977, DCA invested 19 man years and over a quarter of a million dollars in sending nearly one-fourth of its people to training (excluding WHCA). The statistics indicate that these training resources are being properly applied to legitimate DCA requirements. This table presents a summary of overall DCA training statistics.

TOTAL DCA TRAINING, FY 1977

	BUDGET ($000)	EXPENDITURES ($000)	STUDENT LOAD	INDIVIDUALS ATTENDING	MAN YEARS
LONG-TERM TRAINING	40	33	10	10	3½
ALL OTHER TRAINING	370	233	987	607	15½
TOTAL	410	266	997	617	19

NOTE: Student-load is the total number of students attending courses. Some individuals will appear more than once. For example, if three individuals in an activity all attend the same two courses, the student load will be 6.

TRAINING OF CIVILIAN/MILITARY

GRADE	EXPENDITURES ($000)	STUDENT LOAD	INDIVIDUALS ATTENDING	MAN YEARS
GS 1-8*	25	194	131	2.9
GS 9-12	53	220	120	3.6
GS 13 & Higher	119	418	240	6.5
All Civilian	197	832	491	13
Enlisted	7	26	21	0.7
Officer	29	129	95	1.8
All Military	36	155	116	2.5

Includes Wage Board

The Long-Term Training Program is a group of centrally funded programs for advanced professional training for a few competitively selected DCA people. They are more expensive and longer than normal training courses, up to a year in length. Agency-wide competition ensures that DCA gets a good return on its investment in the few people who can be sent. (The underexpenditure of $7,000 was due primarily to 3 planned participants having to withdraw.)

About 87% of expenditures and man years of the total DCA training is for civilian employees. Long-term training is all civilian, while 16% of the expenditures and man years of the "all other training" is for military. Details of the "all other" category are presented above and on the following pages to help you assess how your activity is responding to training needs.

Code 705, Mr. Sams, Ext 22415, DCAI 220-210-7

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TYPES OF TRAINING

This chart presents the percentage of the total DCA student load in each of nine types of training, compared with the portions of training resources (money and time) which were applied.

The distribution of the student load seems reasonable for DCA's work. In most cases, the percentages of applied resources are about the same as the percentage of the student load. Scientific, engineering, and managerial courses tend to be more expensive than others, and managerial courses are of longer average duration.

The seemingly low amount of clerical training is due to categorizing training according to type of subject matter covered in the course, not the job of the student. Most clerical people already have their clerical skills when they are hired and, thus, do not need this type of training. Clerical people are, however, receiving training in other areas. For example, a course in Office Management for Secretaries is included under Administration or Analysis.

USE OF TRAINING RESOURCES BY TYPE OF TRAINING *

TYPE OF TRAINING*	% OF STUDENT LOAD	% OF TOTAL COST **	% OF ALL ON DUTY CLASSROOM HOURS	% OF ALL OFF DUTY CLASSROOM HOURS
Executive Management	11	19	16	13
First-Line Supervisory	2½	2	3½	1
Legal, Scientific, or Engineering	15	19	12	24
Administration or Analysis	20	15	21	13
Specialty or Technical	42	40	41	36
Clerical	5	3	4	8
Trade or Craft	½	½	½	None
Orientation	3	1½	2	1
Adult Basic Education	1	***	***	4
TOTAL	100	100	100	100

*Type-of-Training refers to the kind of skills, knowledge, or abilities that the training will provide; it does not refer to the job that the trainee holds.
**Tuition, travel, and per diem.
***Less than ½%.

TRAINING PARTICIPATION

The chart indicates participation in all DCA-sponsored training except long-term training. An average of one of every four DCA people participated in at least one training course. In eight of the fifteen activities, more than one person in three participated.

PARTICIPATION BY ACTIVITY

ACTIVITY	STRENGTH	STUDENT LOAD	INDIVIDUALS ATTENDING TRAINING (Note 1)	AVERAGE COURSES PER STUDENT (Note 2)	PARTICIPATION RATE (Note 3)
100	40	20	13	1.54	33%
200	79	66	37	1.78	47%
400	107	45	25	1.80	23%
500	139	40	28	1.43	20%
600	69	74	44	1.68	64%
700	41	41	23	1.78	56%
800	16	16	8	2.00	50%
NCS	30	29	15	1.93	52%
WSEO	32	2	2	1.00	6%
DCAOC	271	32	24	1.33	9%
DCEC	303	182	119	1.53	39%
CCTC	787	425	256	1.66	33%
DECCO	239	4	4	1.00	2%
EUR	151	2	2	1.00	1%
PAC	171	9	7	1.29	4%
DCA TOTAL	2475 (Note 4)	987	607	1.63	25%

Average-Courses-Per-Student indicates whether trainees attended more than one course. A ratio of 1.00 means that each trainee attended only one course. Higher ratios show that some people attended more than one course. DCA-wide, 38% of the trainees attended two or more courses; consequently, a ratio of greater than 1.38 indicates that some of the students attended more than two courses.

NOTES:
1. Individuals-Attending-Training is the number of different people who attended training, regardless of how many courses each person may have taken.
2. Average-Courses-Per-Student is the student load divided by the Individuals-Attending-Training.
3. Training participation rate is the Individuals-Attending-Training divided by the No.-Of-People-In-Organization, expressed as a percent.
4. Excludes four persons in the In-Processing Unit.

TIME SPENT IN TRAINING

During FY 1977 DCA invested 12¼ man-years in on-duty training (other than long-term training) and 3¼ man-years off-duty.

On-duty training normally provides the skills, knowledge, or abilities needed for the person's present job, and some off-duty training is also provided for that purpose. Career development training is normally limited to off-duty courses. Since the on-duty training time was almost four times the off-duty time, it appears that DCA is, quite properly, investing most of its resources in training needed for present jobs.

The average-hours-per-course indicates that a student spends between three and five working days in each class he or she attends. Supervisors should carefully consider whether this time is being wisely invested before they sign a training request.

CLASSROOM HOURS

DCA ACTIVITY	DUTY TIME	OFF-DUTY	TOTAL	AVERAGE HOURS PER COURSE (Note 1)
100	556	36	592	30
200	1691	102	1793	27
400	1214	209	1423	32
500	1268	124	1392	35
600	1690	120	1810	24
700	822	142	964	24
800	206	198	404	25
NCS	630	339	969	33
WSEO	39	5	44	22
DCAOC	926	583	1509	47
DCEC	5155	1887	7042	39
CCTC	10994	2740	13734	32
DECCO	240	0	240	60
EUR	34	70	104	52
PAC	83	112	195	22
TOTAL DCA	25548	6667	32215	33

NOTE:
1. Average-hours-per-course is the total classroom hours divided by the student load. For student load, see chart depicting Participation by Activity.

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TRAINING COSTS

This chart covers the costs of all DCA-sponsored training except for the centrally funded long-term training programs. The DCA-wide budget for this training was $370,000. Thus, the $232,515 total would appear to indicate that only 63% of the funds were spent. However, the largest underexpenditure was in the estimated travel and per diem in support of training, which is included in the travel budgets of the respective activities. These travel funds were available and largely expended for direct mission support travel.

DCA-wide, funds planned for tuition and fees were 82% expended. Headquarters and CCTC had the highest percentages: 96% and 115%, respectively.

COSTS BY ACTIVITY

DCA ACTIVITY	COST OF TUITION & FEES ($)	COST OF TRAVEL & PER DIEM ($)	TOTAL COST ($)	AVERAGE COST PER COURSE (Note 1) ($)
100	3546	575	4121	206
200	10520	6579	17099	259
400	8731	593	9324	207
500	8301	1306	9607	240
600	11645	1968	13613	184
700	5645	464	6109	149
800	2242	861	3103	194
NCS	5545	75	5620	194
WSEO	200	34	234	117
DCAOC	6375	1430	7805	244
DCEC	50222	5196	55418	304
CCTC	85220	11582	96802	228
DECCO	1250	906	2156	539
EUR	240	0	240	120
PAC	1264	0	1264	140
TOTAL	$ 200946	$ 31569	$ 232515	$ 236

NOTE 1. Average cost per course is the total cost divided by the student load.

EDUCATION LEVELS

The data on this and the two succeeding pages portrays the educational levels of Agency personnel.

The figures below represent educational levels of DCA professional staff. This includes all officers and civilians in grade GS9 and higher.

PROFESSIONAL STAFF

	1972 (%)	1973 (%)	1974 (%)	1975 (%)	1976 (%)	1977 (%)
NO DEGREE	39	37	32	28	30	30
BACCALAUREATE	41	40	42	41	38	36
MASTERS	18	20	23	27	29	30
DOCTORATE	2	3	3	4	3	4

NOTES:
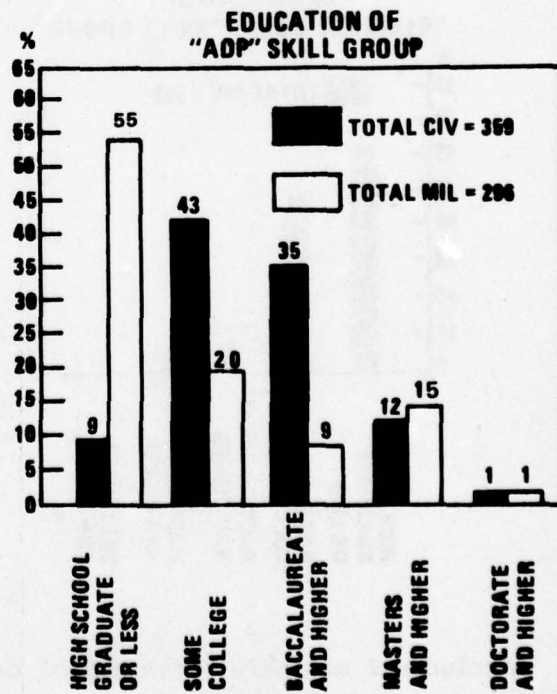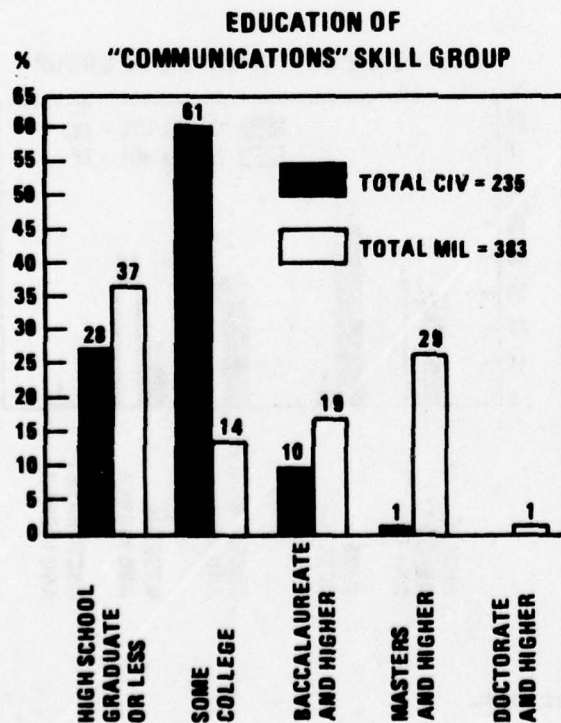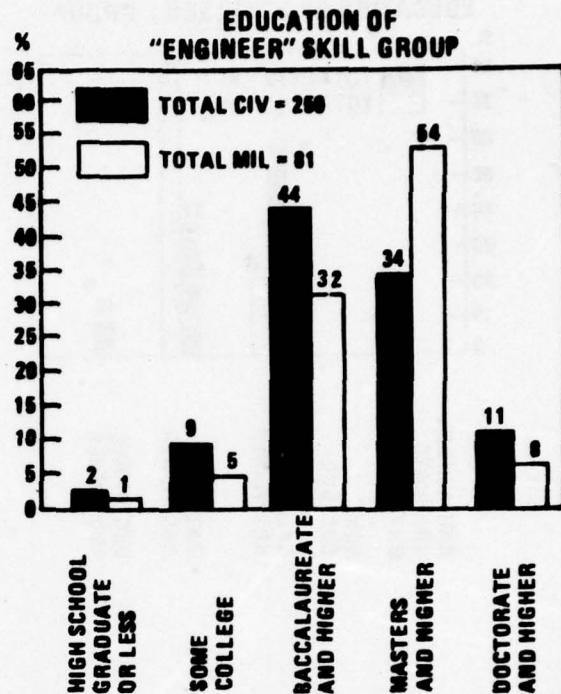*1. Dates are for end of fiscal year shown except for May for 1972 and 1973.*

The data below shows in more detail the education levels of Agency personnel.

TOTAL WORK FORCE

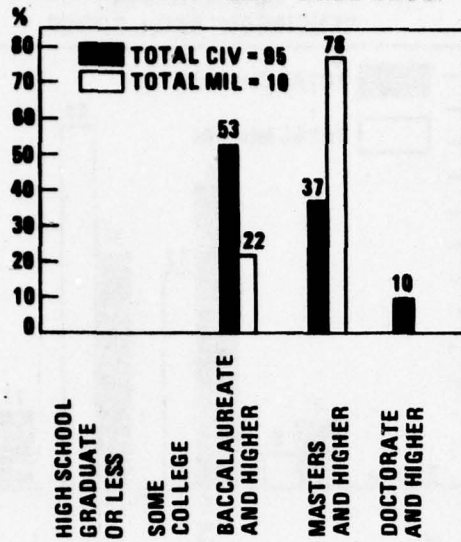| GRADE	UNK	NOT HIGH SCHOOL GRADUATE	HIGH SCHOOL GRADUATE	SOME COLLEGE	BACCALAUREATE AND HIGHER	MASTERS AND HIGHER	DOCTORATE AND HIGHER	TOTAL
CIVILIAN								
WAGE BD, AND GS 1-8		18	238	271	22	5		553
GS 9-12		1	66	157	139	37	6	407
GS 13 +		4	23	175	227	160	37	626
CIV-TOTAL		23	327	603	388	202	43	1586
MILITARY								
ENLISTED	12	1	339	128	10			490
OFFICER			4	10	147	234	8	403
MIL-TOTAL	12	1	343	138	157	234	8	893
DCA TOTALS	12	24	670	741	545	436	51	2479
% OF TOTAL	.5	1	27	30	22	17.5	2	100

EDUCATION LEVELS OF SKILL GROUPS

The data in the accompanying charts portrays education levels of Agency personnel by each of seven skill groups. Each chart shows the percentage of individuals in the skill group who have attained one of the five educational levels. Total civilian and military population for each skill group is shown for reference.

EDUCATION OF "ENGINEER" SKILL GROUP

TOTAL CIV = 260
TOTAL MIL = 81

	HIGH SCHOOL GRADUATE OR LESS	SOME COLLEGE	BACCALAUREATE AND HIGHER	MASTERS AND HIGHER	DOCTORATE AND HIGHER
CIV	2	9	44	34	11
MIL	1	5	32	54	6

EDUCATION OF "COMMUNICATIONS" SKILL GROUP

TOTAL CIV = 235
TOTAL MIL = 383

	HIGH SCHOOL GRADUATE OR LESS	SOME COLLEGE	BACCALAUREATE AND HIGHER	MASTERS AND HIGHER	DOCTORATE AND HIGHER
CIV	28	61	10	1	
MIL	37	14	19	26	1

EDUCATION OF "ADP" SKILL GROUP

TOTAL CIV = 359
TOTAL MIL = 296

	HIGH SCHOOL GRADUATE OR LESS	SOME COLLEGE	BACCALAUREATE AND HIGHER	MASTERS AND HIGHER	DOCTORATE AND HIGHER
CIV	9	43	35	12	1
MIL	55	20	9	15	1

EDUCATION LEVELS OF SKILL GROUPS

EDUCATION OF "OMS" SKILL GROUP

Legend:
- TOTAL CIV = 95
- TOTAL MIL = 18

Bars (%):
- HIGH SCHOOL GRADUATE OR LESS
- SOME COLLEGE
- BACCALAUREATE AND HIGHER: CIV 53, MIL 22
- MASTERS AND HIGHER: CIV 37, MIL 78
- DOCTORATE AND HIGHER: CIV 10

EDUCATION OF "PERSONNEL & ADMIN" SKILL GROUP

Legend:
- TOTAL CIV = 98
- TOTAL MIL = 43

Bars (%):
- HIGH SCHOOL GRADUATE OR LESS: CIV 28, MIL 41
- SOME COLLEGE: CIV 47, MIL 27
- BACCALAUREATE AND HIGHER: CIV 19, MIL 15
- MASTERS AND HIGHER: CIV 8, MIL 17
- DOCTORATE AND HIGHER
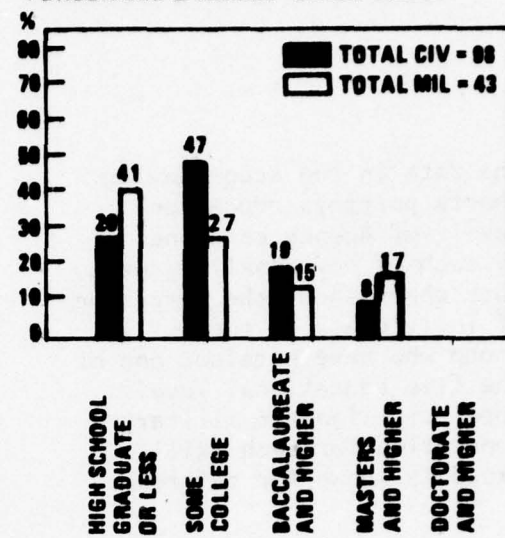
EDUCATION OF "CLERICAL & SECY" SKILL GROUP *

Legend:
- TOTAL CIV = 313

Bars (%):
- HIGH SCHOOL GRADUATE OR LESS: 56
- SOME COLLEGE: 41
- BACCALAUREATE AND HIGHER: 2
- MASTERS AND HIGHER: 1
- DOCTORATE AND HIGHER
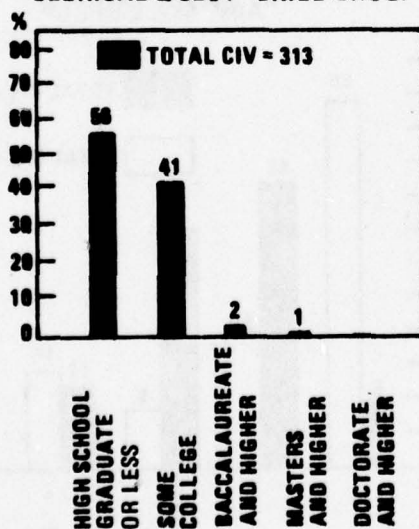
EDUCATION OF "OTHER" SKILL GROUP

Legend:
- TOTAL CIV = 227
- TOTAL MIL = 79

Bars (%):
- HIGH SCHOOL GRADUATE OR LESS: CIV 22, MIL 28
- SOME COLLEGE: CIV 47, MIL 5
- BACCALAUREATE AND HIGHER: CIV 21, MIL 30
- MASTERS AND HIGHER: CIV 10, MIL 36
- DOCTORATE AND HIGHER: 1
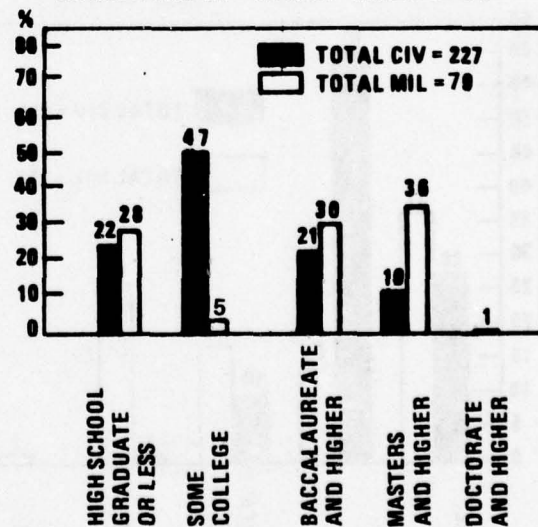
*Excludes 1 military (high school education).

26
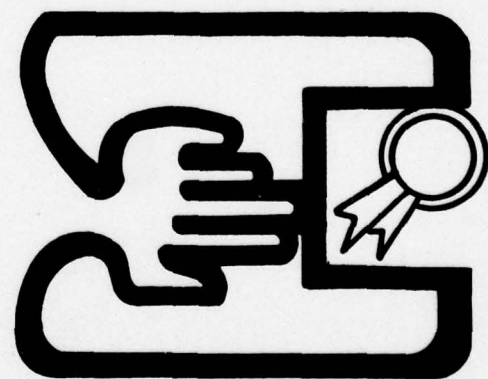
RECOGNITION
&
EVALUATION

OUTSTANDING HANDICAPPED FEDERAL EMPLOYEE

DCA was honored by the selection of Christopher S. Branigan as one of the ten Outstanding Handicapped Federal Employees for 1977. The Civil Service Commission officially established this nationwide recognition program in 1968, making the criterion "exceptional job performance in spite of severely limiting physical factors." The emphasis now is on the achievements of ten Outstanding Federal Employees, without selection of a single winner. Mrs. Rosalynn Carter presented Mr. Branigan his award at the Awards Ceremony held at the Department of Commerce Auditorium, October 6, 1977. Guests included Mr. Branigan's parents and a large contingent of DCEC and DCA personnel. A VIP luncheon at Bolling Air Force Base followed the ceremony with a special White House Tour conducted on the following day.

Mr. Branigan is a valued member of the Engineering Center currently assigned to the Computer Systems Division as a Computer Programmer. Beginning his Civil Service career with DCA in November 1969 as a temporary Mail and File Clerk, Mr. Branigan, entirely on his own initiative, undertook a self-improvement effort consisting of a Computer Science night school program at Northern Virginia Community College. In spite of cerebral palsy, which partially paralyzed both his legs and left him with a speech impediment, he attended school at night and completed the requirements for the Associate of Applied Science Degree in Computer Science.

His outstanding performance in the Mail and File unit at DCEC earned him both a letter of appreciation and a Quality Step Increase. In 1974 he was promoted and assigned as a Computer Technician in the Computer Systems Division, DCEC. He was trained as a computer operator and quickly advanced to the more challenging duties of computer programming. As a programmer, he developed software subsystems which aided all levels of management in the control of worldwide communications engineering projects.

Promotions in 1975 and 1976 led to his present assignment as a Computer Programmer where he now supervises the maintenance of two sophisticated software packages. He also serves as a member of the Center's Data Base Working Group, where he provides valuable assistance to the communications engineering community.

Mr. Branigan is a member of the Center's Human Relations Council, DCEC bowling league, Toastmasters International, and the Association for Computing Machinery.

Mr. Branigan's enthusiasm and diligence are inspiring. It is very gratifying to all DCA to have an individual of his caliber working with us.

SIGNIFICANT RECOGNITION

DCA's significant awards include the Director's Award for Exceptional Civilian Service, Meritorious Civilian Service Award, and the Career Achievement Award. In addition, there are numerous other awards or forms of recognition available to DCA personnel. The objective is to recognize each deserving employee. During FY 77, 15 employees received such recognition compared with 20 employees for FY 76.

HONORARY AWARDS

TYPE	FY 76	FY 77
Director's Award for Exceptional Civilian Service	11	8
Meritorious Civilian Service Award	7	5
Career Achievement Award	2	2
TOTAL	20	15

Includes WHCA

Code 723, Mrs. Ash, Ext 22787, DCAI 220-125-5

OUTSTANDING PERFORMANCE

Outstanding Performance recognizes employees who are outstanding in all aspects of job performance and are deserving of special commendation.

A total of 243 (14.9%) employees received Outstanding Performance Ratings. This represents an increase of 22 (1.3%) over FY 76. Personnel receiving this rating are well distributed by pay grade and activity, emphasizing that outstanding employees may be found and recognized by the discerning supervisor at all grade levels.
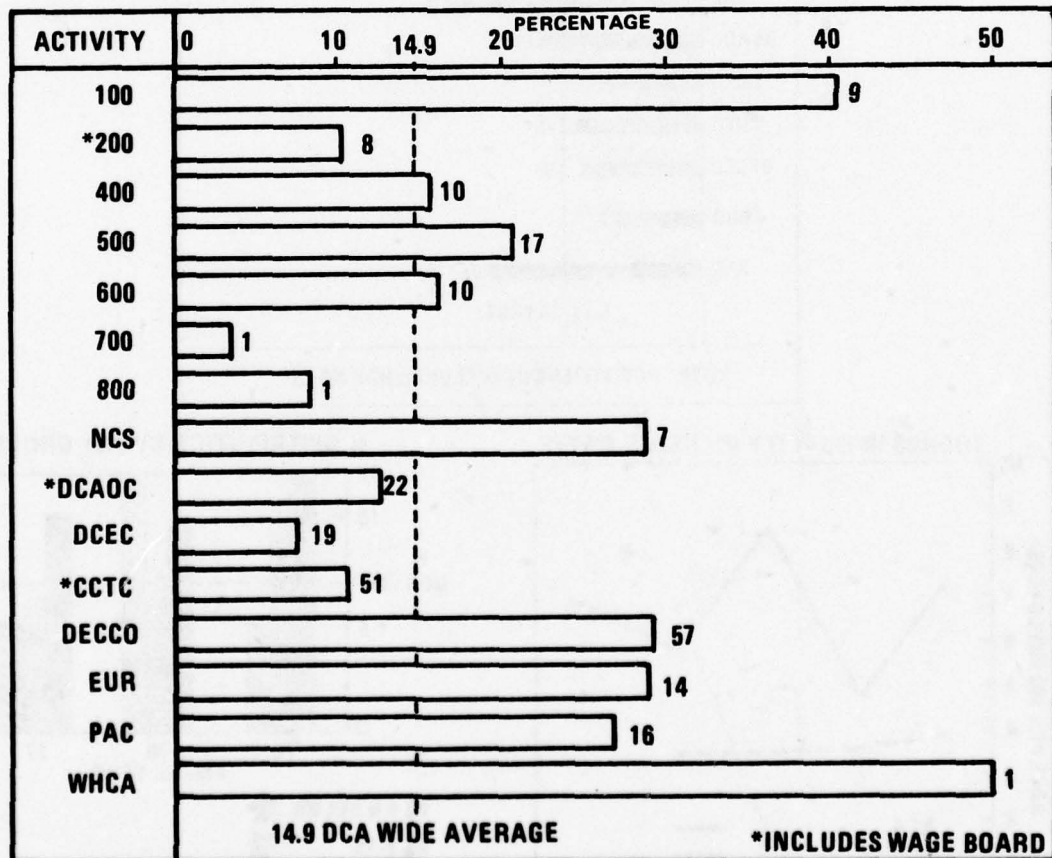
OUTSTANDING PERFORMANCE

EMPLOYEES RECEIVING OPR'S

GRADE GROUP	NUMBER	(%)
GS 1-6	63	14.7
GS 7-11	52	13.4
GS-12 & Above	127	15.7
All	242	14.9

Includes WHCA

While FY 77 statistics from other agencies are not yet available, a sample survey by CSC in 1976 showed 3.5% of all employees Government-wide received Outstanding Performance Ratings. DCA rate was 13.6% for FY 76, which was well above the sample average which also included all DoD activities.

The chart below compares the percentage of employees receiving Outstanding Performance Ratings in each activity with DCA-wide average. The numbers next to each bar represent the actual number of employees in each activity who received Outstanding Performance Ratings.
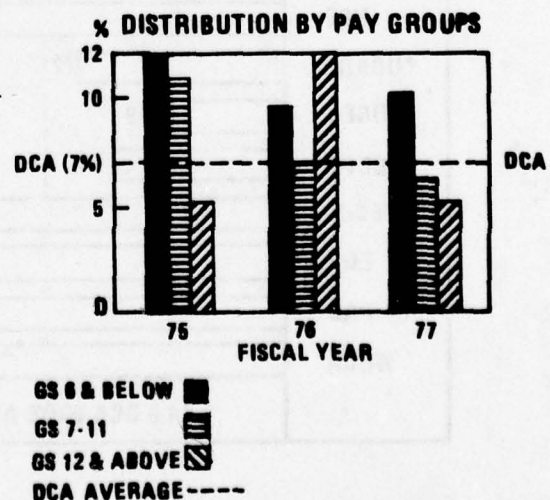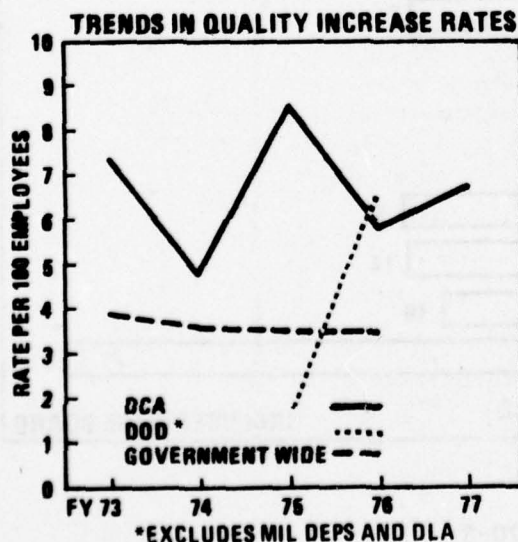
OUTSTANDING PERFORMANCE (PERCENT AVERAGE STRENGTH) FY 1977

ACTIVITY			PERCENTAGE	
	0 10 14.9 20 30 40 50			
100				9
*200	8			
400	10			
500	17			
600	10			
700	1			
800	1			
NCS	7			
*DCAOC	22			
DCEC	19			
*CCTC	51			
DECCO	57			
EUR	14			
PAC	16			
WHCA				1

14.9 DCA WIDE AVERAGE   ***INCLUDES WAGE BOARD**

QUALITY INCREASES

General Schedule employees receive Quality Increases in recognition of their sustained, above-average performance of assigned duties.

DCA recognized 108 (6.7%) employees during FY 77. This represents a slight increase from 96 (5.8%) in FY 76. The intent is to pay more to the top producers in each work category. This is an award which continues to be reflected in on-going payroll costs, and is comparatively more expensive in the long run than the lump-sum cash award. The numbers next to each bar are actual numbers of employees in each activity who received quality increases.

QUALITY INCREASE

NOTE: ACTIVITIES NOT INCLUDED HAD NO QIs

TRENDS IN QUALITY INCREASE RATES

*EXCLUDES MIL DEPS AND DLA

% DISTRIBUTION BY PAY GROUPS

Includes WHCA

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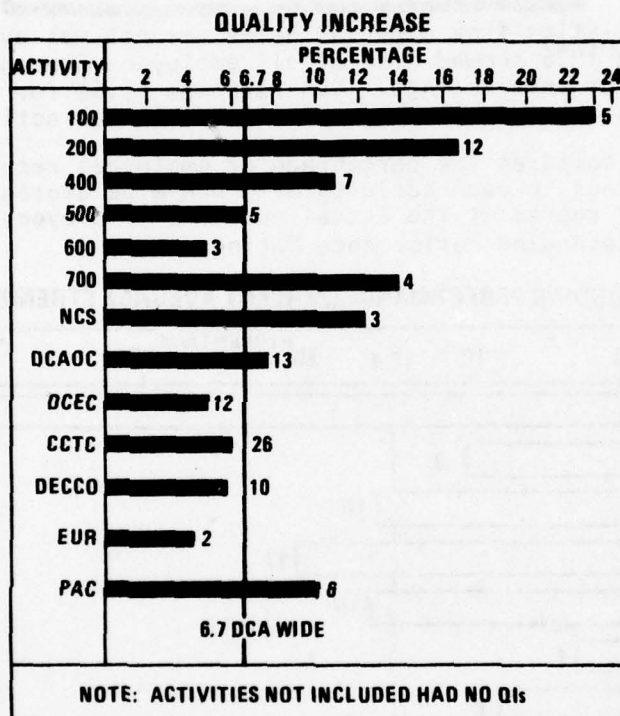
SUSTAINED SUPERIOR PERFORMANCE

The Sustained Superior Performance award is given solely on the basis of past performance over a significant period of time. It is normally accompanied by a one-time, lump-sum cash payment.

The employee's job description, assigned duties, and the normal performance requirements of his position are reviewed to determine the degree to which the employee's contribution exceeds the normal requirements of the work for which he is being paid. Sustained superior performance must have been maintained for at least 6 months with not more than one award within any 12-month period. This is a very cost effective method for recognizing consistently superior performance.

SUSTAINED SUPERIOR PERFORMANCE AWARDS
DISTRIBUTION BY PAY GROUPS AND ACTIVITY

ACTIVITY	GS-6 & BELOW	GS-7 THRU GS-11	GS-12 ABOVE	TOTAL
100	0	0	1(9.4)	1(4.5)
200	2(7.4)	1(3.0)	1(5.8)	4(5.1)
400	2(11.2)	2(55.6)	0	4(6.3)
500	2(9.7)	0	0	2(2.4)
600	0	1(9.8)	2(5.0)	3(4.9)
700	1(9.7)	0	0	1(3.5)
NCS	0	0	2(13.1)	2(8.2)
DCEC	5(9.2)	0	1(.6)	6(2.4)
CCTC	1(.9)	0	0	1(.2)
WHCA	0	1(50.0)	0	1(50)

(   ) % of eligibles

Code 723, Mrs. Ash, Ext 22787, DCAI 220-125-5

SUGGESTIONS

Suggestions are submitted by civilian and military personnel for improving the economy, efficiency, or effectiveness of operation. Those adopted in whole or in part by management are eligible for recognition under the Incentive Awards Program.

Within DCA, the military and civilian suggestion programs are combined and operated as one program. However, separate records, controls, and reporting requirements are imposed which make separation necessary for overall statistical comparisons and program evaluations. For FY 77, there were 89 civilian suggestions submitted with 20 adoptions for an adoption rate of 1.2 per 100 employees. This compares with 106 submissions and 14 adoptions for a rate of 0.87 per 100 employees during FY 76. Compared with FY 76 DoD-wide adoption rate of 3.5 and a Government-wide rate of 2.0, DCA is below the norm. While similar comparisons are not available for the military programs, DCA military personnel in FY 77 submitted 42 suggestions and had 5 accepted for a 0.5 adoption rate.

The most significant suggestion within DCA was submitted by Master Sergeant Wayne F. Bullington, USA, DCA-Pacific, who received a cash award of $1755.00 based on a first-year savings of $651,168 for a suggestion entitled, "Utilization of AN/USC(U) MODEM for WARP Phase III Restoral." This follows a similar achievement by Technical Sergeant David Raymond, USAF, in FY 76 who received a $1000.00 cash award for recommending engineering modifications of the AUTODIN-AUTOVON NA/FYA-33 equipment at all overseas AUTODIN switches. Thus, from a cost benefit to award comparison, the suggestion program pays off for DCA and the average individual suggestor. Increased emphasis and support by managers, coupled with an improved promotion effort by the program manager, are required to achieve improvement for FY 78.

CIVILIAN SUGGESTIONS

FY	SUBMITTED NO.	RATE*	ADOPTED NO.	RATE*	MEASURABLE BENEFITS	AWARDS
FY 77	89	5.6	20	1.2	$ 360	$1115
FY 76	106	6.6	14	0.9	0	$ 275
FY 75	110	6.7	11	0.7	$15,556	$1215

*Rate is number per 100 employees

Includes WHCA

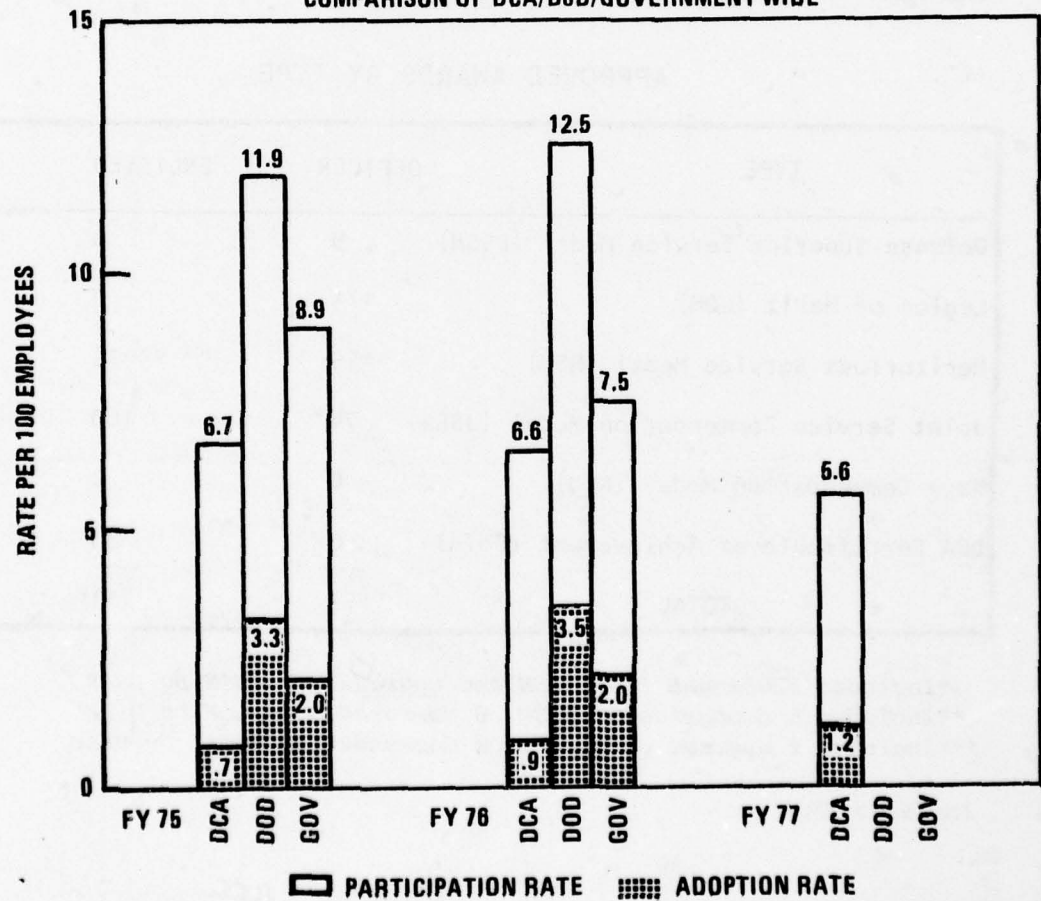Code 723, Mrs. Ash, Ext 22787, DCAI 210-125-5

SUGGESTIONS

MILITARY SUGGESTIONS

FY	SUBMITTED NO.	RATE*	ADOPTED NO.	RATE*	MEASURABLE BENEFITS	AWARDS
FY 77	42	4.7	5	0.5	$651,168	$2155
FY 76	49	3.2	6	0.4	$ 28,103	$2485
FY 75	21	1.3	1	0.06	0	$ 25

Rate is number per 100 military

Includes WHCA

CIVILIAN SUBMISSION/ADOPTION RATES
COMPARISON OF DCA/DoD/GOVERNMENT WIDE

Includes WHCA

MILITARY AWARDS

Recommendations received by the DCA Military Awards and Decorations Board (MADB) were generally well written and documented performance deserving of the award for which the individuals were recommended. This is evidenced by the high approval rates by both the DCA MADB and the Military Services. However, it should be noted that recommendations which merely read like job descriptions have little chance for approval. Therefore, if managers desire to recognize their top performers, extreme care must be taken to insure that the recommendations carefully document the performance.

Timeliness of recommendations continues to be a problem. Recommendations must be submitted to HQ DCA 90 days prior to the desired presentation date. Far too many recommendations are received late, causing processing problems in HQ DCA and the various military services. If managers wish to recognize and reward personnel on a timely basis who are retiring, separating, or being reassigned, they must insure that the recommendations are submitted in the specified time limit.

APPROVED AWARDS BY TYPE

TYPE	OFFICER	ENLISTED	TOTAL
Defense Superior Service Medal (DSSM)	5	0	5
Legion of Merit (LOM)	*13	0	13
Meritorious Service Medal (MSM)	**55	***16	71
Joint Service Commendation Medal (JSCM)	74	160	234
Navy Commendation Medal (NCM)	0	2	2
DCA Certificate of Achievement (CofA)	6	33	39
TOTAL	153	211	364

*Includes 3 changes from DSSM and upgrade of 1 MSM by USAF
**Includes 1 downgrade of DSSM, 3 downgrades of LOM by USAF
***Includes 1 upgrade of Air Force Commendation Medal by USAF

Includes WHCA

Code 710, LCDR Jessel, Ext 22630, DCAI 220-15-39

MILITARY AWARDS

APPROVED AWARDS

OCCASION	DSSM	LOM	MSM	JSCM	NCM	CofA	TOTAL
Retirement	2	6	30	19	2	1	60
PCS	3	7	40	110	0	15	175
Separation	0	0	1	25	0	2	28
Achievement/Service	0	0	0	16	0	1	17
CMCA*	0	0	0	64	0	20	84
TOTAL	5	13	71	234	2	39	364

Campaign Management Control Agency personnel: temporary duty with DCA for the 1976 Presidential Campaign Communications Support.

APPROVALS BY TYPE AWARD

AWARD	DCA MADB ACTION			DOD OR SERVICE ACTION		
	SUBMITTED	APPROVED	%	SUBMITTED	APPROVED	%
DSSM	10	9	90%	9	5	55%
LOM	12	11	92%	12	9	75%
MSM	79	71	90%	72	66	92%
JSCM	230	221	96%	-	-	N/A
NCM	2	2	100%	2	2	100%

APPROVALS BY SERVICE

SERVICE	LEGION OF MERIT			MERITORIOUS SERVICE MEDAL		
	SUBMITTED	APPROVED	%	SUBMITTED	APPROVED	%
Army	6	6	100%	30	30	100%
Air Force	6	3	50%	28	*27	100%
Navy	0	N/A		12	8	67%
Marine Corps	0	N/A		2	1	50%
TOTAL	12	9	75%	72	66	92%

*One MSM upgraded to LOM, but excluded from above LOM figures.*

Includes WHCA

OFFICER EVALUATION REPORTS

In 1975, DCA recognized that it was deficient in the timeliness of OER sub-missions to the Military Departments--only about 80% were being submitted on time. Since OER's are important for promotion, professional education, and assignment selection, OER timeliness became an item of special interest. A goal of a 95% on-time rate was established. Although the goal has not been met, the trend has been very positive. The on-time rate for FY 76 was 90%, 92% on time at the end of FY7T, and for FY 77 the rate was 94%.

DCA can achieve the goal of 95% in FY 1978, but it will take continuing emphasis by all managers and other responsible personnel, including raters and indorsers or additional raters. Following actions will assist in meeting this goal:

● Tighten suspense controls.

● Plan ahead for reorganization actions and internal transfers so that required OER's may be prepared and submitted on time. If possible, plans for a reorganization or internal transfers should be finalized a minimum of 30 days in advance of the effective dates to allow adequate time to receive a rating kit.

● Insure that OER's are administratively accurate so that they will not have to be reaccomplished.
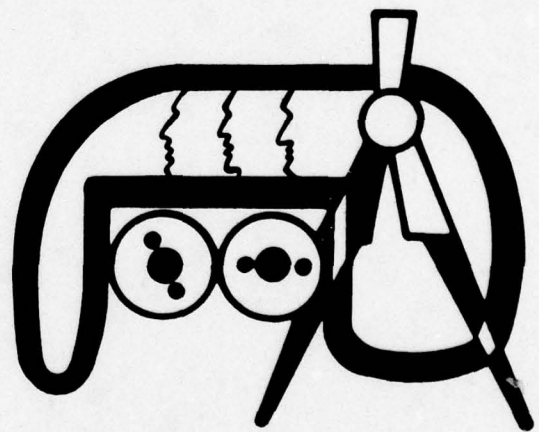
OER ON TIME RATES
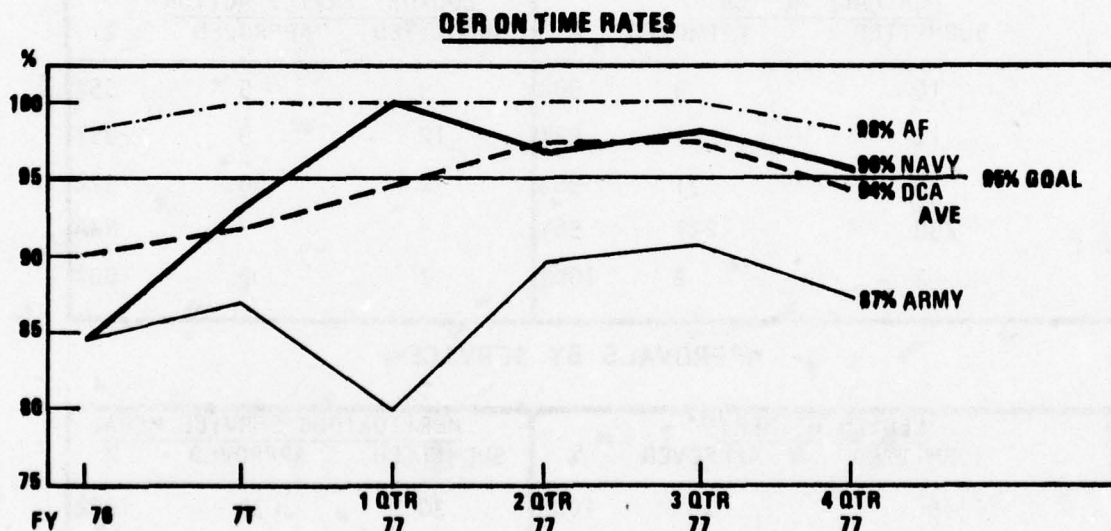
NUMBER SUBMITTED — NUMBER LATE

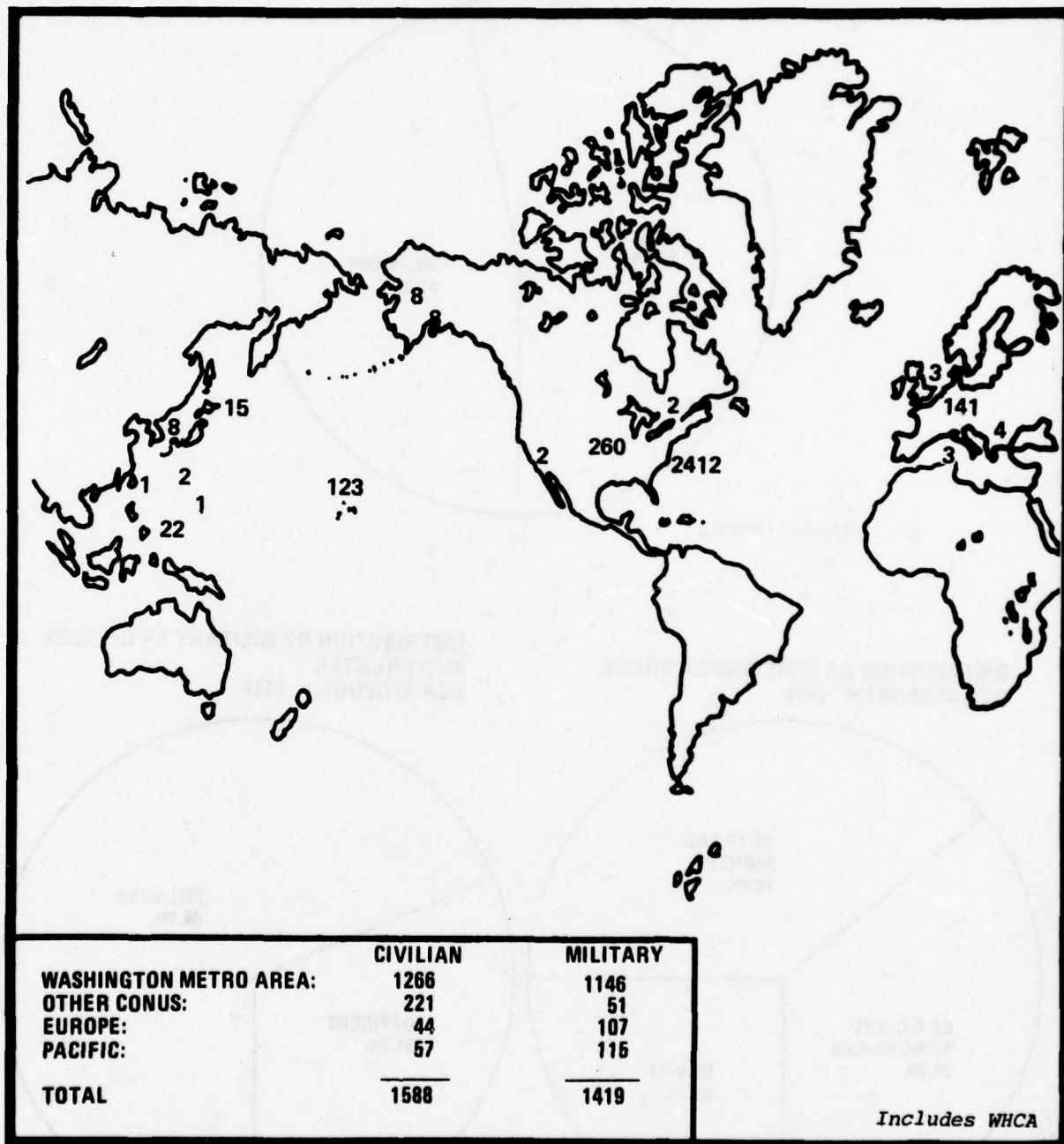|	FY 76	7T	1 QTR FY 77	2 QTR FY 77	3 QTR FY 77	4 QTR FY 77
ARMY	183-30	69-9	15-3	62-7	128-11	194-25
NAVY/MC	136-22	27-2	30-0	54-2	131-3	160-7
AIR FORCE	240-5	45-0	21-0	145-0	199-0	256-5
DCA TOTAL	559-57	141-11	66-3	269-9	446-15	610-37

FY 77   CUMULATIVE   TOTALS

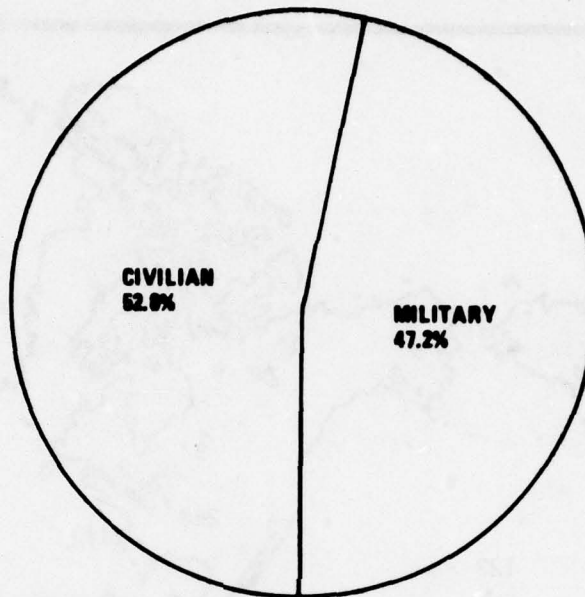Code 710, Lt. Col. Scarborough, Ext 22630, DCAI 220-85-2

WORKFORCE
PROFILE

GEOGRAPHIC LOCATION OF DCA PERSONNEL

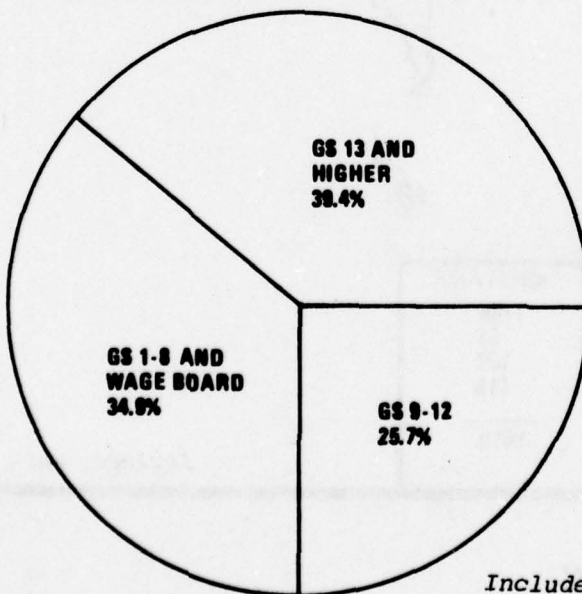|	CIVILIAN	MILITARY
WASHINGTON METRO AREA:	1266	1146
OTHER CONUS:	221	51
EUROPE:	44	107
PACIFIC:	57	115
TOTAL	1588	1419

Includes WHCA

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CIVILIAN/MILITARY DISTRIBUTION

TOTAL DCA STRENGTH: 3007

CIVILIAN
52.8%

MILITARY
47.2%

Includes WHCA

DISTRIBUTION OF CIVILIANS BY GRADE
DCA STRENGTH: 1588

GS 13 AND
HIGHER
39.4%

GS 1-8 AND
WAGE BOARD
34.8%

GS 9-12
25.7%

DISTRIBUTION OF MILITARY BY OFFICER
AND ENLISTED
DCA STRENGTH: 1419

ENLISTED
68.8%

OFFICERS
31.2%
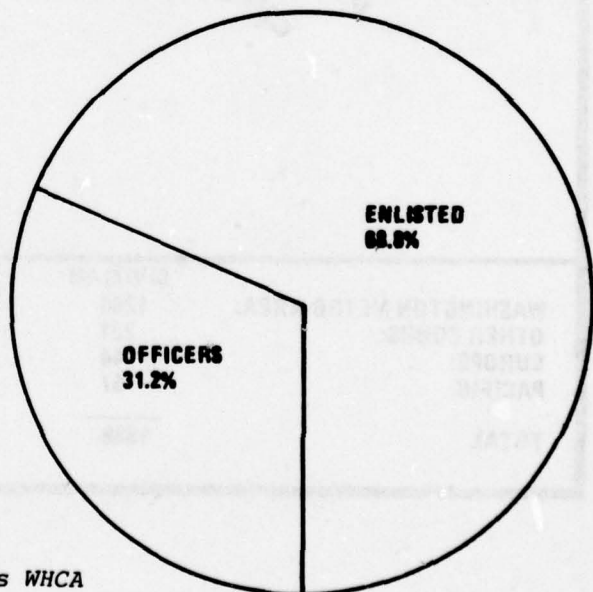
Includes WHCA

MILITARY DISTRIBUTION

DISTRIBUTION OF MILITARY BY SERVICE
DCA STRENGTH: 1419

NAVY
17.0%

MARINES
2.3%

ARMY
44.7%

AIR FORCE
35.3%
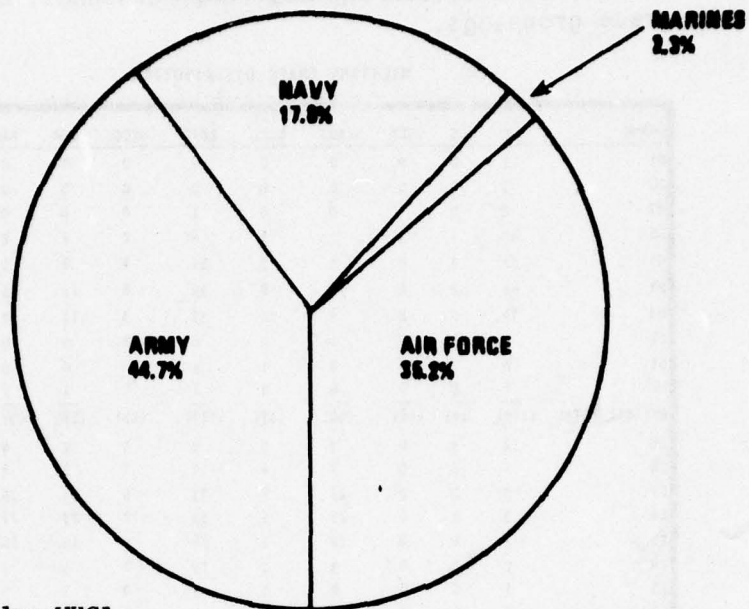
Includes WHCA

DISTRIBUTION OF OFFICER-ENLISTED
STRENGTH BY SERVICE
STRENGTH: 1419

%

35

30

25

20

15

10

5

0

| 12% | 33% | 6% | 12% | 1% | 1% | 12% | 23% |

OFFICER ENLISTED
ARMY

OFFICER ENLISTED
NAVY

OFFICER ENLISTED
MARINES

OFFICER ENLISTED
AIR FORCE

Includes WHCA

43
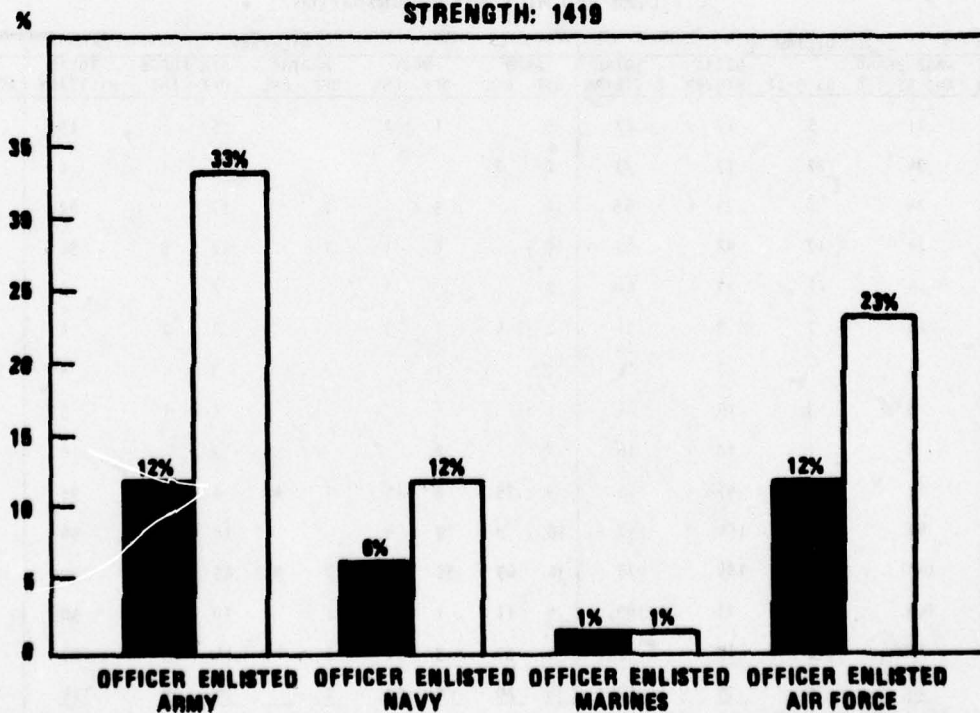
DCA CIVILIAN/MILITARY GRADE GROUPINGS

The charts below provide a detailed breakout of the workforce distribution in each DCA activity by civilian and military personnel, by service component, and by grade groupings.

MILITARY GRADE DISTRIBUTION

GRADE	HQ	NCS	WSEO	DCAOC	DCEC	CCTC	DECCO	EUR	PAC	TOTAL
				ACTIVITY						
09	1	0	0	0	0	0	0	0	0	1
08	3	0	0	0	0	0	0	0	0	3
07	0	0	1	0	0	1	0	0	0	2
06	20	1	3	1	3	9	2	2	2	43
05	39	1	6	4	13	29	4	2	5	103
04	42	2	4	16	8	35	6	11	15	139
03	14	0	2	4	10	33	3	12	12	90
02	0	0	0	1	0	6	0	0	0	7
01	0	0	0	0	1	9	0	0	0	10
WO	0	0	0	0	2	1	0	1	1	5
OFFICER TOTAL	(119)	(4)	(16)	(26)	(37)	(123)	(15)	(28)	(35)	(403)
E9	2	0	0	3	0	2	5	2	4	18
E8	2	1	0	7	4	5	5	5	8	37
E7	9	0	0	22	8	33	6	24	25	127
E6	3	0	0	23	5	59	12	23	21	146
E5	2	0	0	12	2	64	5	20	18	123
E4	2	0	0	3	0	16	2	5	3	31
E3	1	0	0	0	0	3	0	0	0	4
E2	0	0	0	0	0	4	0	0	0	4
ENLISTED TOTAL	(21)	(1)	(0)	(70)	(19)	(186)	(35)	(79)	(79)	(490)
TOTAL	140	5	16	96	56	309	50	107	114	893

CIVILIAN AND MILITARY DISTRIBUTION

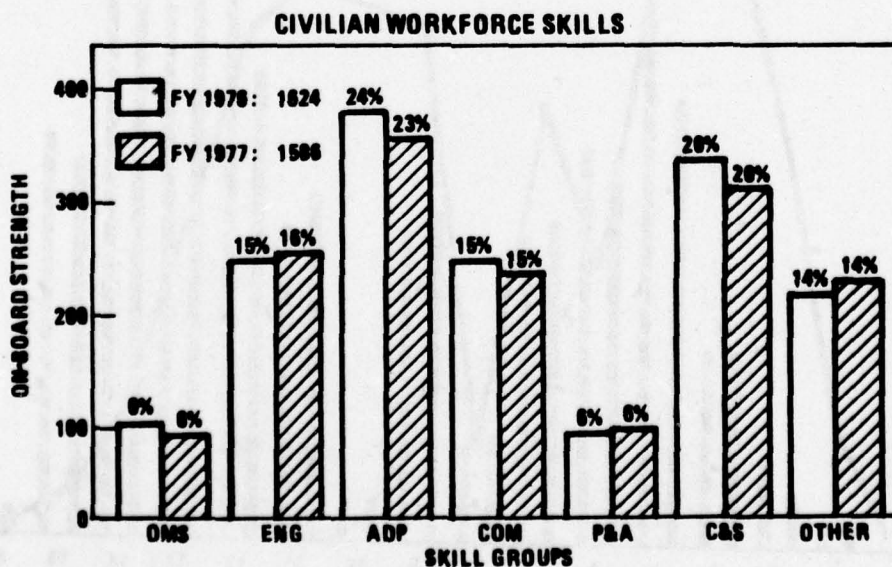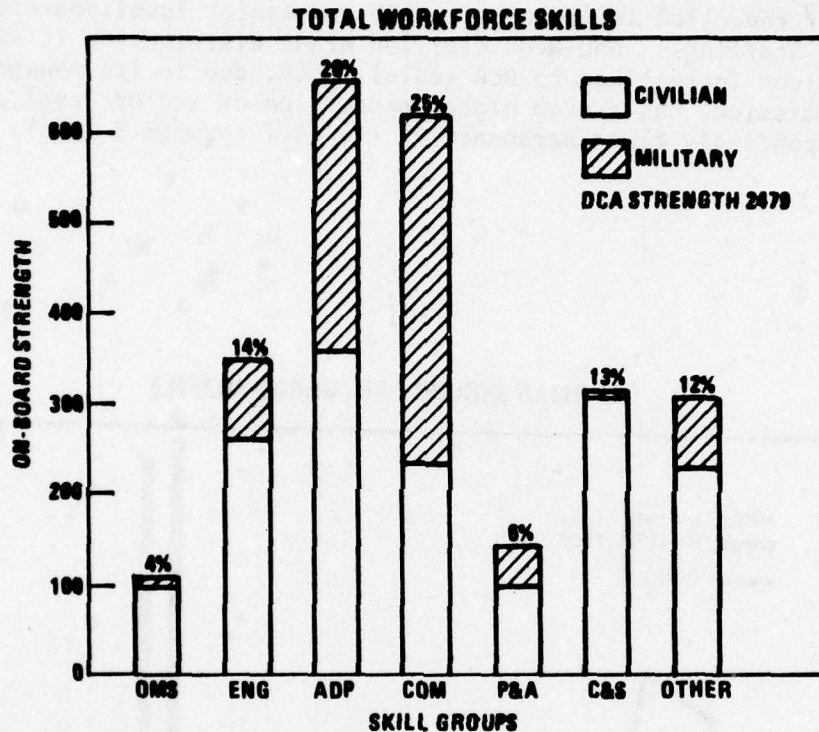|	CIVILIAN				MILITARY									
	WAGE BOARD		GS13&	TOTAL	ARMY		NAVY		MARINE		AIR FORCE		TOTAL	TOTAL
ACTIVITY	AND GS 1-8	GS 9-12	HIGHER	CIVILIAN	OFF	ENL	OFF	ENL	OFF	ENL	OFF	ENL	MILITARY	ACTIVITY
100	11	5	11	27	5		1	2			5		13	40
200	34	22	17	73	2	2					1	1	6	79
400	24	8	33	65	14		9		2		17		42	107
500	24	17	42	83	19		8	1	1		22	5	56	139
600	16	11	37	64	2			1			2		5	69
700	16	7	8	31	2	4	1	3			2	2	14	45
800	5		7	12	2		1				1		4	16
NCS	8	3	14	25	2		1				1	1	5	30
WSEO	5	1	10	16	7		2				7		16	32
DCAOC	62	66	47	175	9	29	8	15	1	4	8	22	96	271
DCEC	62	31	154	247	10	9	9	4			18	6	56	303
CCTC	147	147	184	478	36	69	35	48	7	8	45	61	309	787
DECCO	104	64	21	189	4	11	1	1			10	23	50	239
EUR	15	19	10	44	8	30	3	18	3	2	14	29	107	151
PAC	20	6	31	57	16	28	5	22	2		12	29	114	171
TOTAL	553	407	626	1586	138	182	84	115	16	14	165	179	893	2479

CIVILIAN GRADE DISTRIBUTION

Based on FY 76 and FY 77 on-board strengths, the chart below represents distribution of civilian General Schedule (GS) employees by grade. (Personnel employed under Title 10, U.S.C. 1581 (P.L. 313) are shown as ST.) Changes in grade distribution for the two years shown are primarily a function of reduction in Agency strength and senior level positions (see section on Staffing). DoD-wide civilian grade distribution is superimposed for comparison (normalized to DCA scale). DCA, due to its managerial and technical mission, has a much higher proportion of senior level positions and correspondingly fewer personnel at the GS 1 through 5 level.
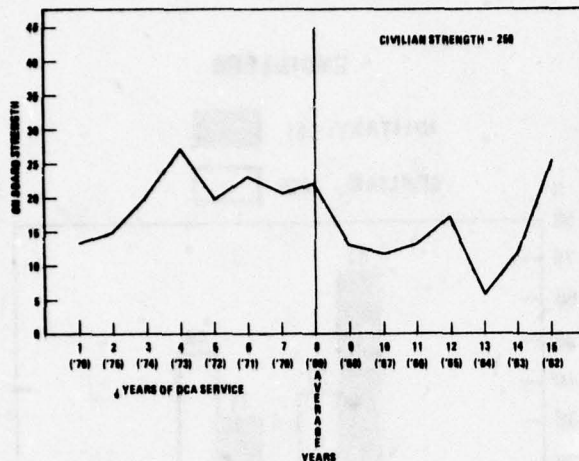
ON BOARD STRENGTH

CIVILIAN WORKFORCE : GRADE PROFILE

FY 1976: 1624

FY 1977: 1586

DOD

GS GRADES
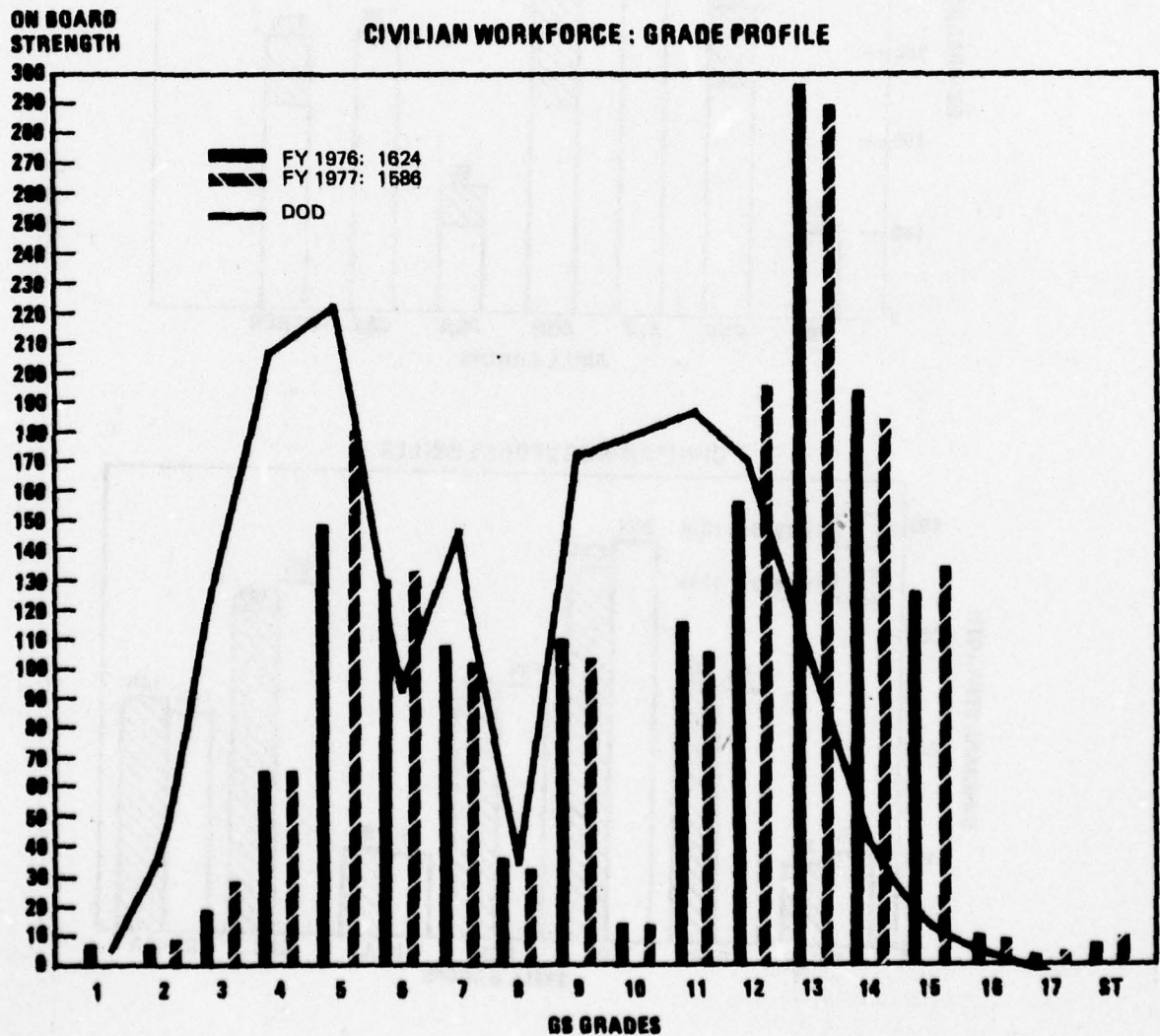
DCA SKILL GROUPS

Almost 70% of the DCA workforce is in the fields of ORSA, mathematics, science, engineering, data processing, and communications. The clerical/ secretarial workforce is almost exclusively civilian and constitutes only about 13% of the total workforce (although it forms 20% of the civilian work- force). Generally, during the 1970's, the trend in the civilian workforce has been more toward engineering and data processing skills (see both the lower chart on this page and the length of service charts on the next page).
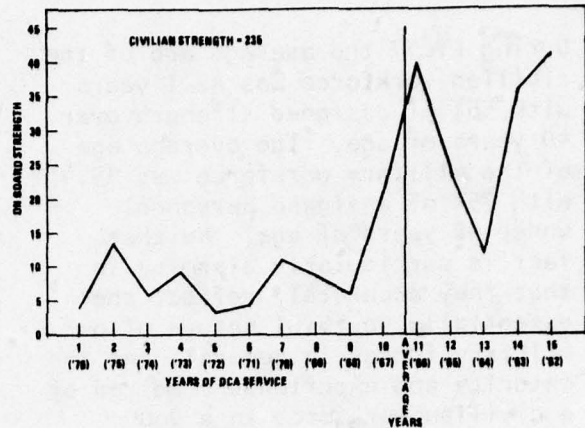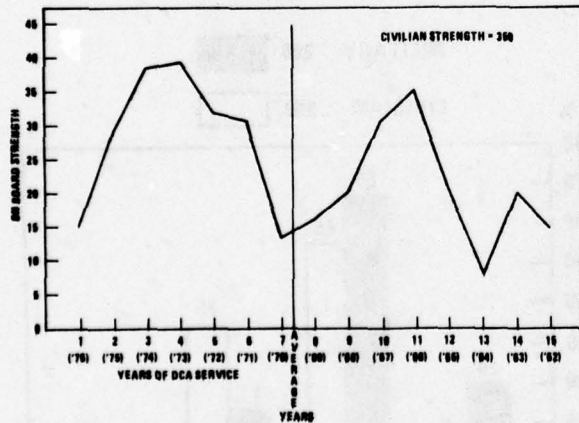
TOTAL WORKFORCE SKILLS

CIVILIAN WORKFORCE SKILLS

LENGTH OF SERVICE IN DCA

ENGINEERING PERSONNEL

CIVILIAN STRENGTH = 250

ON BOARD STRENGTH

1 ('76) 2 ('75) 3 ('74) 4 ('73) 5 ('72) 6 ('71) 7 ('70) 8 ('69) 9 ('68) 10 ('67) 11 ('66) 12 ('65) 13 ('64) 14 ('63) 15 ('62)

YEARS OF DCA SERVICE

AVERAGE YEARS

COMMUNICATIONS PERSONNEL

CIVILIAN STRENGTH = 235

ON BOARD STRENGTH

1 ('76) 2 ('75) 3 ('74) 4 ('73) 5 ('72) 6 ('71) 7 ('70) 8 ('69) 9 ('68) 10 ('67) 11 ('66) 12 ('65) 13 ('64) 14 ('63) 15 ('62)

YEARS OF DCA SERVICE

AVERAGE YEARS

ADP PERSONNEL

CIVILIAN STRENGTH = 350

ON BOARD STRENGTH

1 ('76) 2 ('75) 3 ('74) 4 ('73) 5 ('72) 6 ('71) 7 ('70) 8 ('69) 9 ('68) 10 ('67) 11 ('66) 12 ('65) 13 ('64) 14 ('63) 15 ('62)

YEARS OF DCA SERVICE

AVERAGE YEARS

The engineering, communications, and ADP skills areas represent 54% of the civilian workforce. The charts display the amount of DCA service for civilian employees in these key areas.
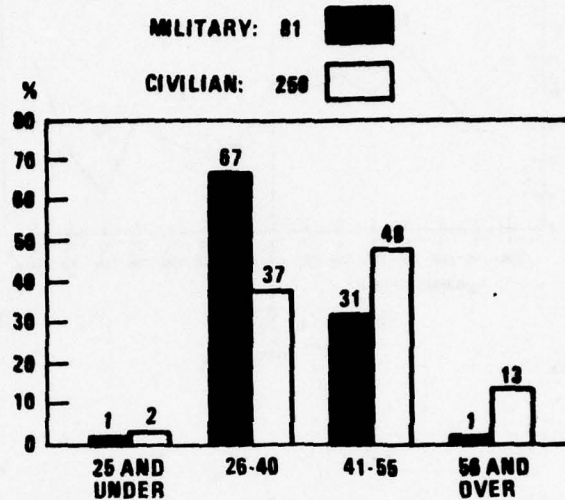
• There is an interesting point that occurs at the 10-year interval: 74% of communications personnel have been with DCA 10 years or longer, but only one-third of the engineers and data processing personnel have been with DCA that long.

• DCA is approximately 15 years old. Sixty-one percent of these three groups of employees have been with DCA since 1970 or earlier (one-half of DCA's life). Specifically, 55% of the engineers, 50% of the ADP personnel, and 84% of the communicators have been with DCA seven or more years. This may be significant when looked at in conjunction with the "Workforce Age."
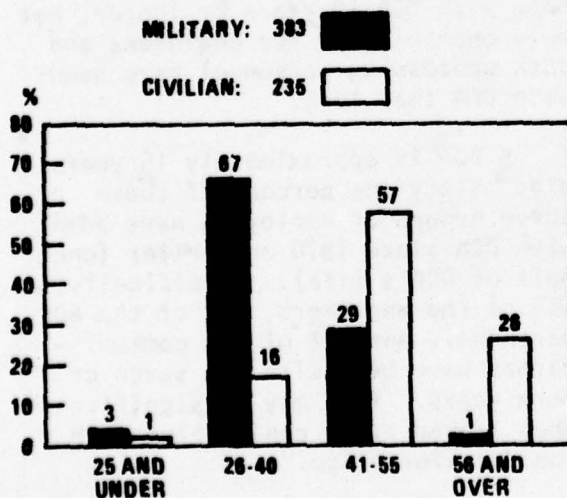
47

WORKFORCE AGE

During FY 77 the average age of the civilian workforce was 42.1 years with 55% of assigned strength over 40 years of age. The average age of the military workforce was 35.4 with 75% of assigned personnel under 40 years of age. Neither fact is particularly alarming in that they accurately reflect the essentially youthful nature of our military forces in general, and the maturity and experience required of a civilian workforce in a DoD agency such as this one. The graphs presented reflect the various ages of the DCA workforce by skill groupings. Of interest is that 61% of the engineers and 83% of the communications personnel are over 40 years of age.
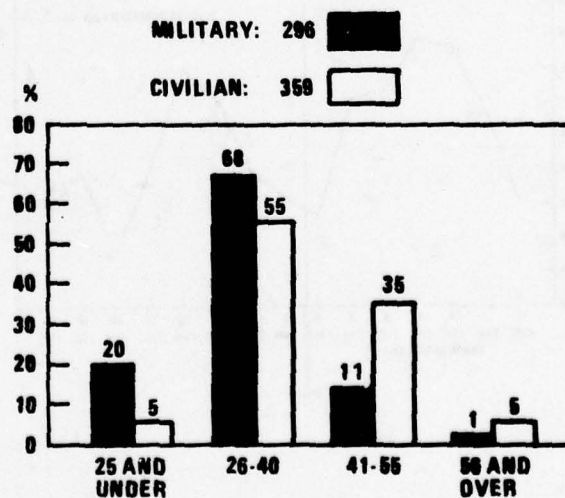
ENGINEERS

MILITARY: 81

CIVILIAN: 250

%	25 AND UNDER	26-40	41-55	56 AND OVER
Military	1	67	31	1
Civilian	2	37	48	13

COMMUNICATIONS

MILITARY: 383

CIVILIAN: 235

%	25 AND UNDER	26-40	41-55	56 AND OVER
Military	3	67	29	1
Civilian	1	16	57	26

ADP

MILITARY: 296

CIVILIAN: 350

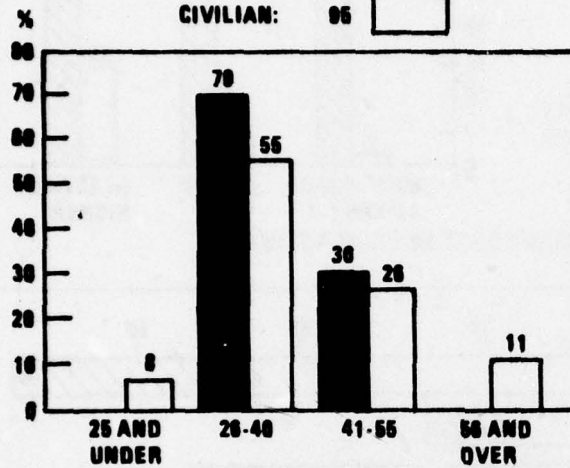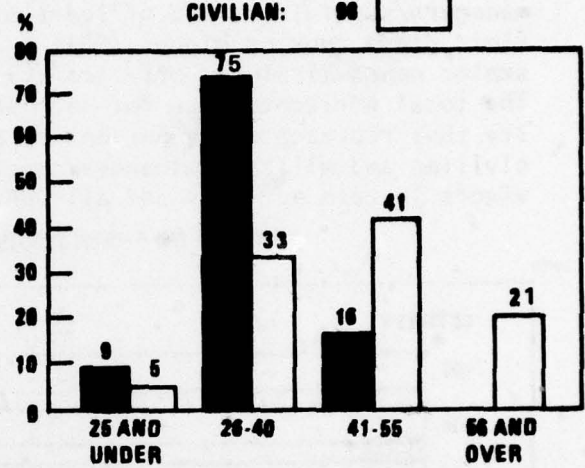| %	25 AND UNDER	26-40	41-55	56 AND OVER
Military	20	68	11	1
Civilian	5	55	35	5

WORKFORCE AGE

OMS

MILITARY: 10 ■
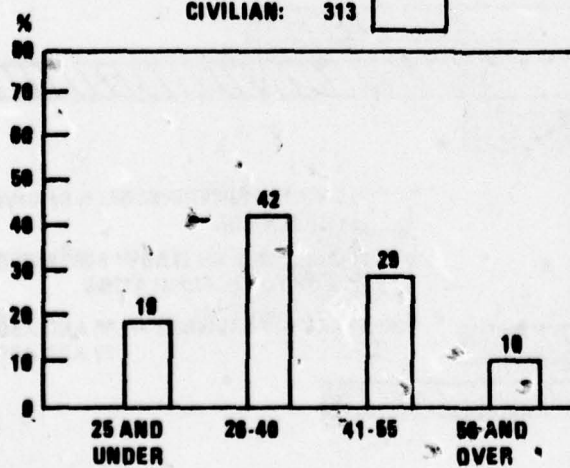
CIVILIAN: 95 □

PERSONNEL AND ADMINISTRATION

MILITARY: 43 ■
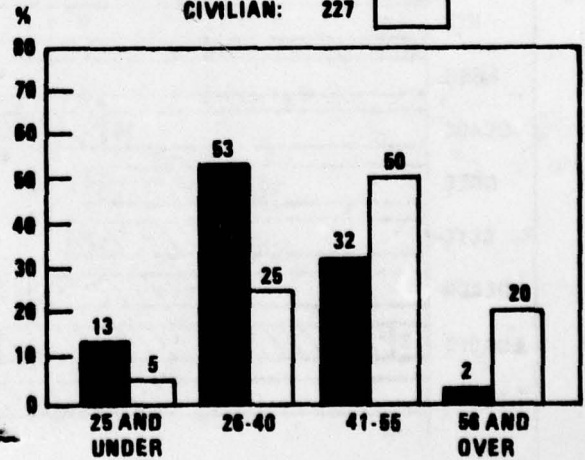
CIVILIAN: 96 □

CLERICAL AND SECRETARIAL *

CIVILIAN: 313 □

OTHER

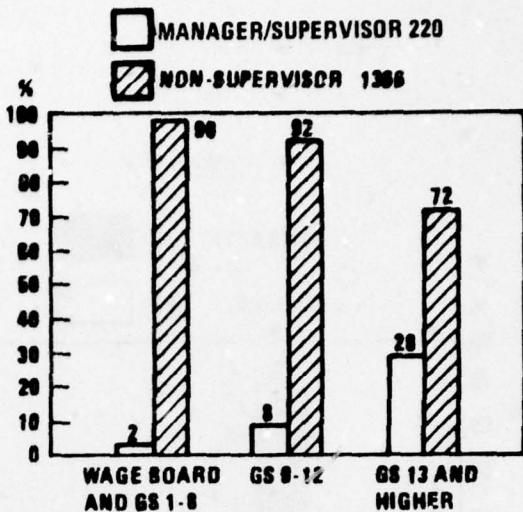MILITARY: 79 ■
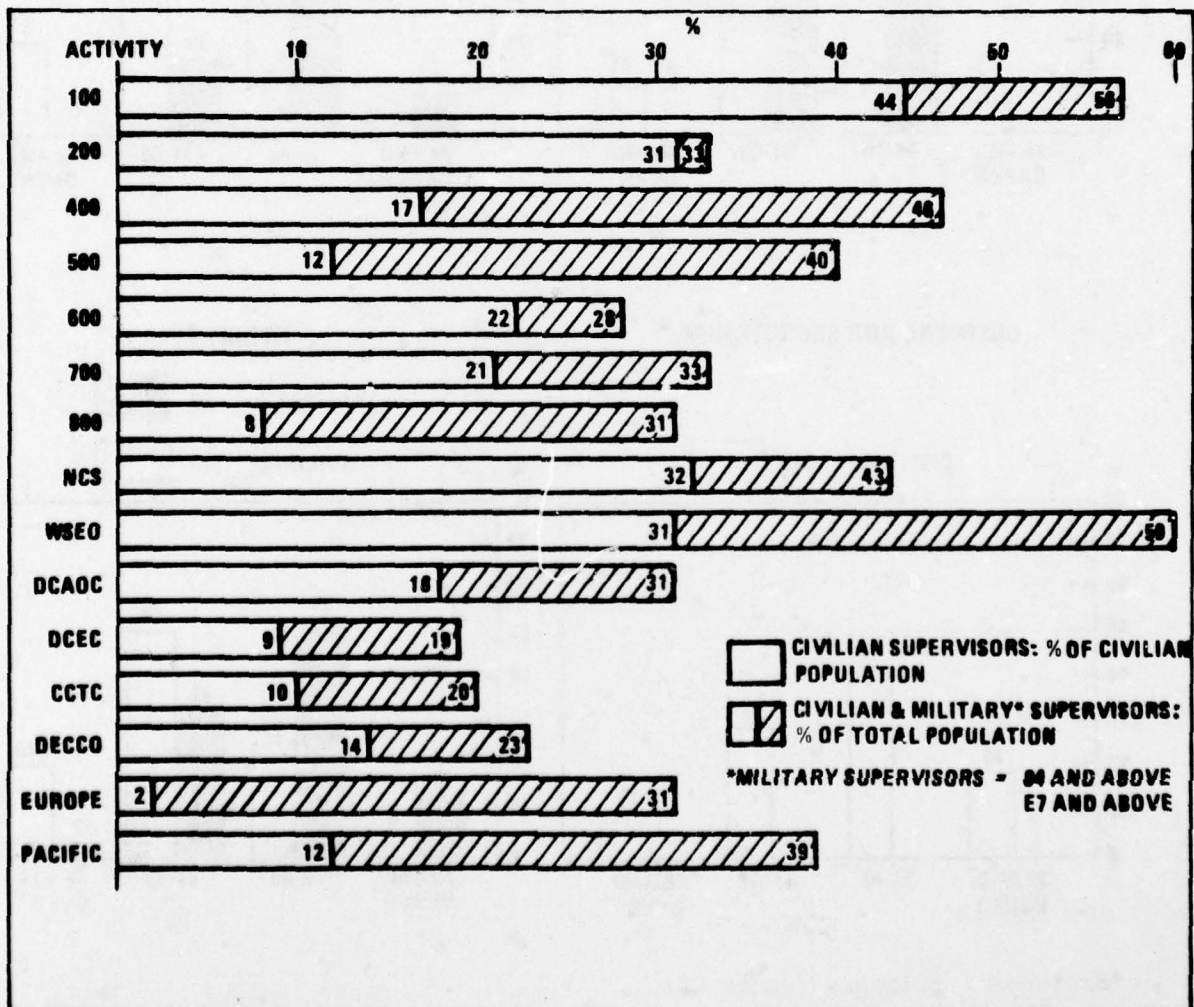
CIVILIAN: 227 □

*Excludes 1 military (under 25).

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MANAGERS/SUPERVISORS

These charts portray the percent of managers/supervisors in each activity and in DCA. Civilian managers/supervisors are shown as percent of the civilian workforce only. Managers/supervisors are as defined by CSC and as reflected in the position description and entered into DCA's PERMIS by Civilian Personnel Offices. PERMIS does not identify military personnel acting as managers/supervisors. For charting purposes, military managers/supervisors are officers of field grade rank or higher (O4+) and senior noncommissioned officers (F7+). The total horizontal bar for each activity thus represents the percent of both civilian and military managers/supervisors in each activity and all DCA.

MANAGER SUPERVISOR /NON-SUPERVISOR BY GRADE

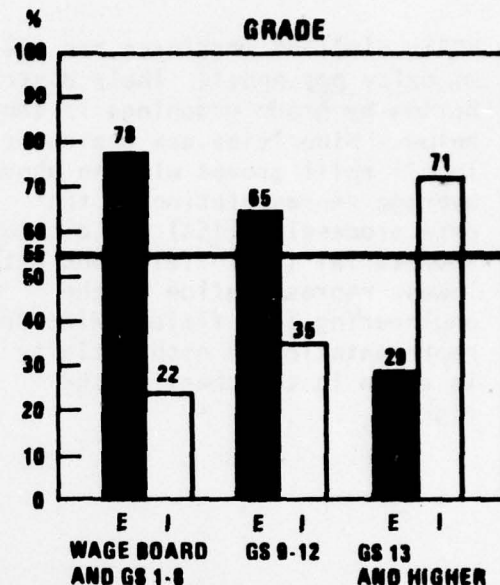MANAGER/SUPERVISOR 220

NON-SUPERVISOR 1366

PERCENT OF SUPERVISORS/MANAGERS IN EACH ACTIVITY

CIVILIAN SUPERVISORS: % OF CIVILIAN POPULATION

CIVILIAN & MILITARY* SUPERVISORS: % OF TOTAL POPULATION
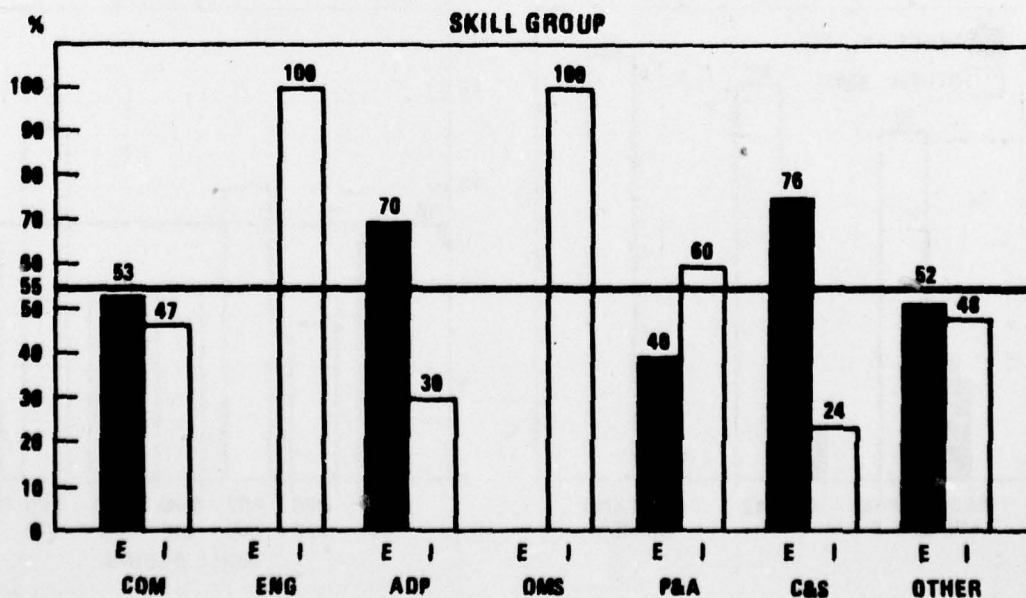
*MILITARY SUPERVISORS = O4 AND ABOVE E7 AND ABOVE

BARGAINING UNIT/AFGE LOCAL 2

As defined by the September 1976 Labor Management Agreement, the unit of exclusive recognition is comprised of all nonprofessional, nonsupervisory employees of the DCA and the NCS physically located at 8th Street and South Courthouse Road, Arlington, Virginia. Employee eligibility is determined by individuals' duties, not by their grade or their skill group. Of the over 500 personnel at this location, approximately 55% are eligible (E) and 45% are ineligible (I) for union representation. The following two charts have been included for general information. They present two separate pictures: the percentages of employees eligible and ineligible for representation--by grade groups and those by skill groups.

GRADE

%

	WAGE BOARD AND GS 1-8		GS 9-12		GS 13 AND HIGHER	
	E	I	E	I	E	I
	78	22	65	35	29	71

E – Eligible
I – Ineligible

SKILL GROUP

%

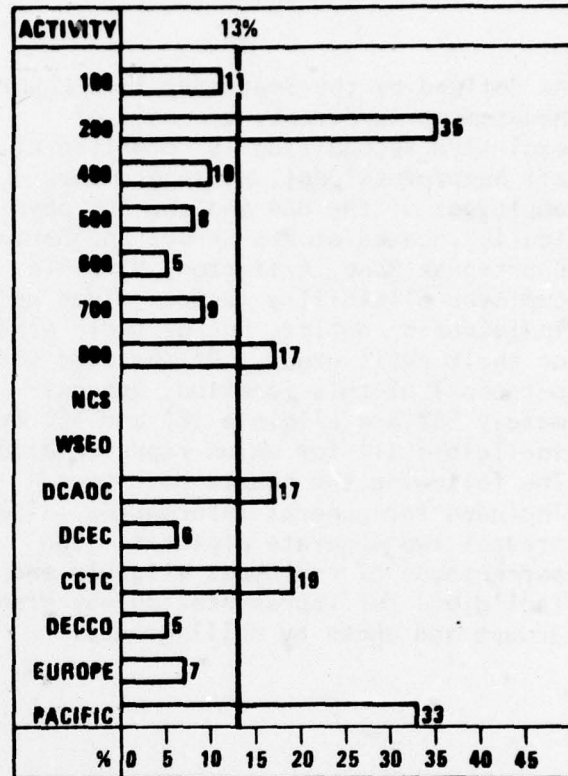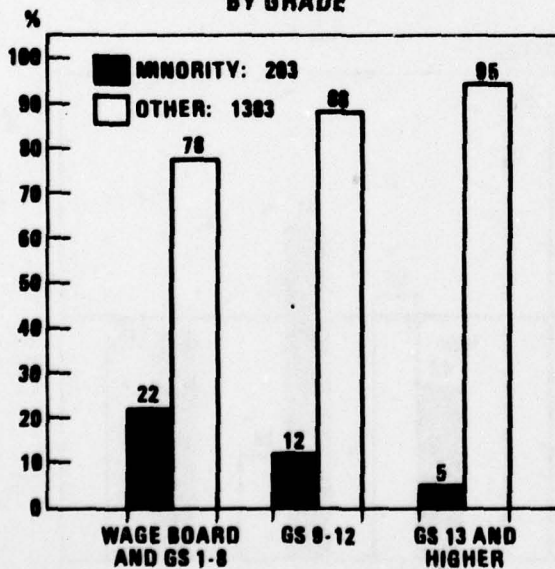|	COM		ENG		ADP		OMS		P&A		C&S		OTHER	
	E	I	E	I	E	I	E	I	E	I	E	I	E	I
	53	47		100	70	30		100	40	60	76	24	52	48

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MINORITIES IN DCA

DISTRIBUTION OF CIVILIAN MINORITY POPULATION
PERCENT OF MINORITIES OF EACH ACTIVITY'S ON-BOARD STRENGTH

STRENGTH: 203

DCA's civilian workforce has 13% minority personnel. Their distribution by grade groupings is shown below. Minorities are represented in all skill groups with an above average representation in the data processing (15%) and clerical/secretarial (18%) fields and with lowest representation in the engineering (8%) field. Minority representation in each activity is shown in the chart on the right.

ACTIVITY	13%
100	11
200	35
400	10
500	8
600	5
700	9
800	17
NCS	
WSEO	
DCAOC	17
DCEC	6
CCTC	19
DECCO	5
EUROPE	7
PACIFIC	33

% | 0 5 10 15 20 25 30 35 40 45

MINORITY STRENGTH DISTRIBUTION BY GRADE

MINORITY: 203
OTHER: 1383

	WAGE BOARD AND GS 1-8	GS 9-12	GS 13 AND HIGHER
Minority	22	12	5
Other	78	88	95

CIVILIAN MINORITY PERSONNEL AS A PERCENT OF SKILL GROUPS

MINORITY: 203

13

SKILL GROUPS

OMS 95	ENG 250	ADP 350	COM 235	P&A 90	C&S 313	OTHER 227
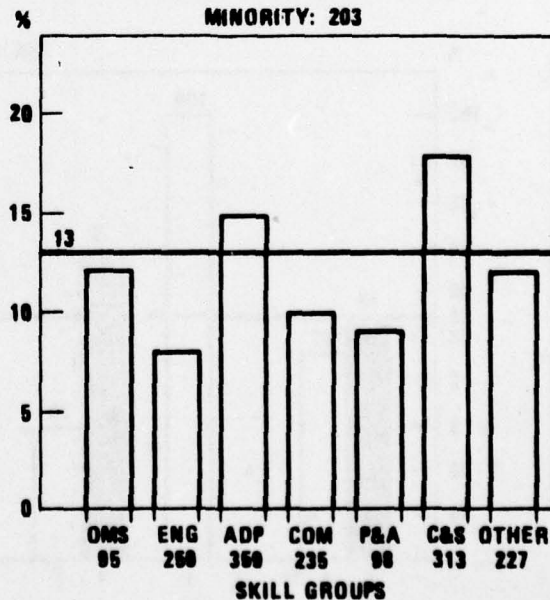
WOMEN IN DCA

DISTRIBUTION OF CIVILIAN WOMEN POPULATION
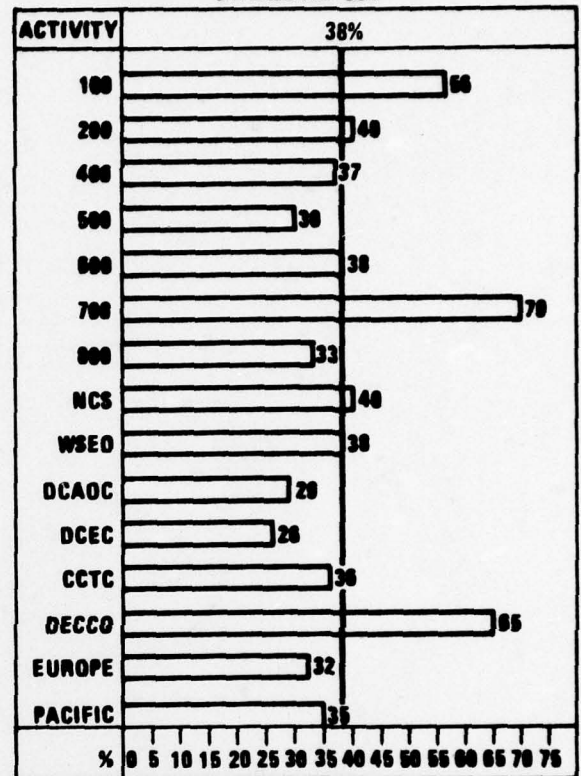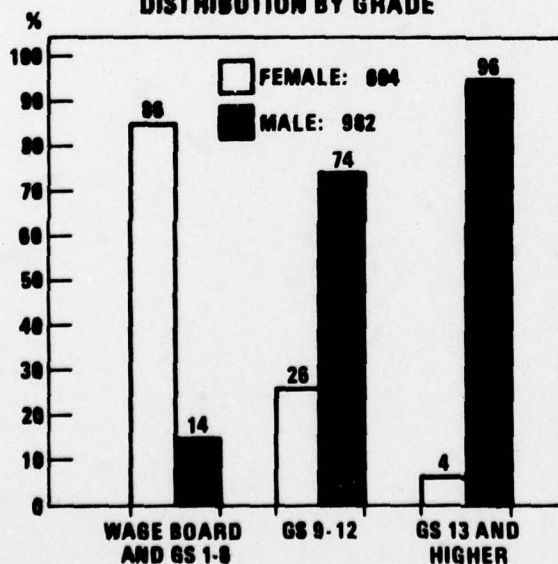## PERCENT OF WOMEN OF EACH ACTIVITY'S
ON-BOARD STRENGTH

STRENGTH: 604

DCA's civilian workforce has 38% women. They form the majority of the clerical/secretarial workforce (96%) and consequently of the 1-8 GS grade category (86%). Except for the engineering field, however, women are represented in all DCA skill groups. Their distribution throughout DCA is shown on the right, with grade distribution shown below.

ACTIVITY	38%
100	56
200	40
400	37
500	30
600	38
700	70
800	33
NCS	40
WSEO	38
DCAOC	29
DCEC	26
CCTC	36
DECCO	65
EUROPE	32
PACIFIC	35

% 0 5 10 15 20 25 30 35 40 45 50 55 60 65 70 75

WOMEN/MEN CIVILIAN STRENGTH
DISTRIBUTION BY GRADE

FEMALE: 604
MALE: 982

	WAGE BOARD AND GS 1-8	GS 9-12	GS 13 AND HIGHER
Female	86	26	4
Male	14	74	96

WOMEN CIVILIAN PERSONNEL AS A
PERCENT OF SKILL GROUPS

WOMEN: 604

SKILL GROUPS	OMS 95	ENG 250	ADP 350	COM 235	P&A 96	C&S 313	OTHER 227

38

53
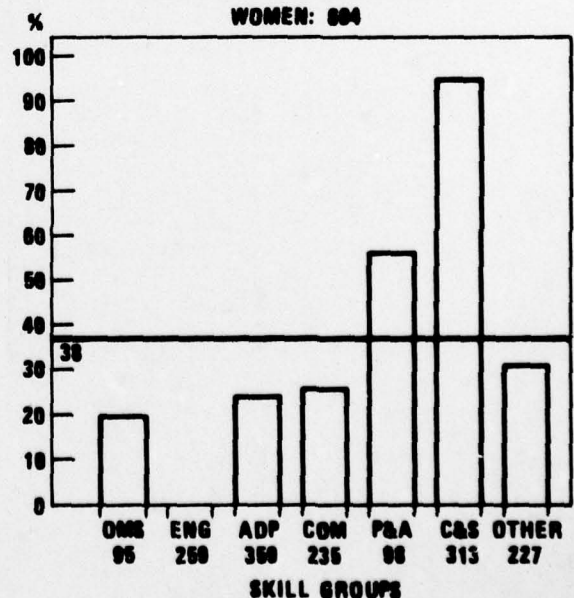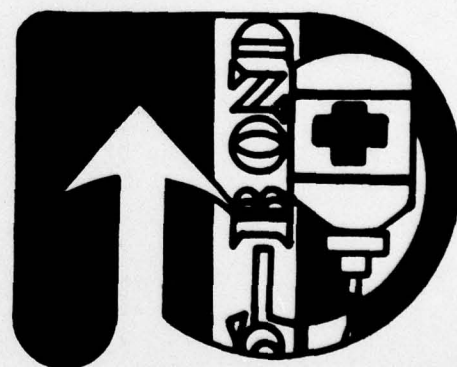
**SPECIAL
INTEREST
ITEMS**

OFFICER PROMOTIONS

FY 77 promotion statistics, as portrayed below and on the next page, compare DCA officer selection with service-wide rates. It should be recognized, however, that in today's highly competitive and reduced force environment, selection rates are only a shorthand indicator of the quality of officers assigned to the Agency. Generally, officers assigned to DCA fare better than their contemporaries, particularly in the first-time eligible category. The exceptions seem to be in those cases where the numbers involved are especially small, such as in selection for 06 or of Marine Corps officers. In 06 selections, DCA rates are below service rates, although one officer was selected from below the zone. First-time eligible selection rates for both 05 and 04 are considerably higher for DCA officers than those of their respective services.

PROMOTION SELECTION RATES FOR TEMPORARY 0-6

COLONEL 0-6	PRIMARY ZONE						SECONDARY ZONE	
	1ST TIME CONSIDERED		PREVIOUSLY CONSIDERED		TOTAL CONSIDERED			
	ELIGIBLE	SELECTED	ELIGIBLE	SELECTED	ELIGIBLE	SELECTED	ELIGIBLE	SELECTED
DCA	6	2 (33%)	3	0 (0%)	9	2 (22%)	14	1 (7%)
ALL ARMY	866	385 (44%)	1144	75 (7%)	2010	460 (23%)	3635	77 (2%)
DCA	3	1 (33%)	3	0 (0%)	6	1 (17%)	7	0 (0%)
ALL NAVY	491	243 (49%)	863	30 (3%)	1354	273 (20%)	1482	29 (2%)
DCA	3	1 (33%)	15	0 (0%)	18	1 (6%)	10	0 (0%)
ALL AIR FORCE	1162	421 (36%)	2607	73 (3%)	3769	494 (13%)	671	87 (13%)
DCA	1	0 (0%)	0	0 (0%)	1	0 (0%)	0	0 (0%)
ALL MARINE CORPS	240	120 (50%)	157	12 (8%)	397	132 (33%)	376	0 (0%)

Code 710, Lt. Col. Scarborough, Ext 22630

OFFICER PROMOTIONS

PROMOTION SELECTION RATES FOR TEMPORARY O-5

LT COLONEL O-5	PRIMARY ZONE						SECONDARY ZONE	
	1ST TIME CONSIDERED		PREVIOUSLY CONSIDERED		TOTAL CONSIDERED			
	ELIGIBLE	SELECTED	ELIGIBLE	SELECTED	ELIGIBLE	SELECTED	ELIGIBLE	SELECTED
DCA	10	8 (80%)	7	1 (14%)	17	9 (53%)	13	1 (8%)
ALL ARMY	1590	1067 (67%)	1088	150 (14%)	2678	1218 (46%)	3235	154 (5%)
DCA	4	3 (75%)	10	0 (0%)	14	3 (21%)	4	0 (0%)
ALL NAVY	1351	880 (65%)	1327	34 (3%)	2678	914 (34%)	2600	53 (2%)
DCA	13	10 (77%)	2	0 (0%)	15	10 (67%)	33	3 (9%)
ALL AIR FORCE	3014	1747 (58%)	2437	205 (8%)	5451	1952 (36%)	6039	158 (3%)
DCA	0	0 (0%)	1	0 (0%)	1	0 (0%)	3	0 (0%)
ALL MARINE CORPS	322	206 (64%)	368	20 (5%)	690	227 (33%)	751	1 (.1%)

PROMOTION SELECTION RATES FOR TEMPORARY O-4

MAJOR O-4	PRIMARY ZONE						SECONDARY ZONE	
	1ST TIME CONSIDERED		PREVIOUSLY CONSIDERED		TOTAL CONSIDERED			
	ELIGIBLE	SELECTED	ELIGIBLE	SELECTED	ELIGIBLE	SELECTED	ELIGIBLE	SELECTED
DCA	3	3 (100%)	2	0 (0%)	5	3 (60%)	14	1 (7%)
ALL ARMY	2562	1955 (76%)	1195	241 (20%)	3757	2196 (59%)	6351	159 (3%)
DCA	3	3 (100%)	0	0 (0%)	3	3 (100%)	1	0 (0%)
ALL NAVY	1311	936 (71%)	407	94 (23%)	1718	1030 (60%)	2200	25 (1%)
DCA	11	9 (82%)	1	0 (0%)	12	9 (75%)	21	0 (0%)
ALL AIR FORCE	3759	2696 (72%)	1286	161 (13%)	5045	2857 (57%)	13725	163 (1%)
DCA	0	0 (0%)	0	0 (0%)	0	0 (0%)	0	0 (0%)
ALL MARINE CORPS	486	358 (74%)	87	21 (24%)	573	379 (66%)	1215	0 (0%)

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UPWARD MOBILITY

Within the framework of the merit system and the DCA Training Agreement, Upward Mobility provides an opportunity for DCA Washington-area employees with potential, who are in GS-9 and below dead-ended jobs, to compete for placement into trainee positions that will allow them to develop and advance in accordance with their abilities.

Supervisors review each vacant or proposed position for consideration. Length of training ranges from 6 months to 2 years with promotion upon completion. The goal for positions to be converted to Upward Mobility is equal to 10% of the number of accessions in the professional, technical, and administrative job series (excluding one of a kind) in the Washington, D. C., area.

Program is on target; however, more organizations with more varied occupations are required to participate if program is to achieve full potential.

FY 76 & 7T

Position Title	Series	Entry Grade	Org. Code	Status
Personnel Management Spec.	201	5/7	720	Promoted
Computer Programmer	334	5/7	CCTC	Promoted
Purchasing Agent	1105	4/5	230	Promoted
Computer Operator	332	4/5	DCEC	Promoted
Computer Operator	332	5/6	CCTC	Resigned
Computer Programmer	334	5/7	CCTC	Promoted
Computer Programmer	334	5/7	CCTC	Promoted
Information Processing Spec.	301	4/5	DCEC	Promoted

FY 1977

Position Title	Series	Entry Grade	Org. Code	Status
Computer Systems Analyst	334	5	DCAOC	Training
Accounting Technician	525	6	600	Promoted
Computer Programmer	334	5	DCAOC	Training
Security Assistant	080	5	200	Training
Management Assistant	344	5	600	Training
Computer Operator	332	5/6	CCTC	Training
Illustrative Assistant	1001	4	CCTC	Training
Illustrator	1020	5	200	(Open)
Computer Technician	335	5/6	CCTC	(Open)

Code 722, Mrs. Phillip, Ext 22794, DCAI 220-125-12

YOUTH OPPORTUNITY PROGRAMS

STAY-IN-SCHOOL CAMPAIGN

DCA is authorized to hire a limited number of students on a part-time basis (16 hours a week or 40 hours a week during vacation periods). Criteria include maintaining acceptable school standing, needing the earnings to stay in school, and age between 16 and 21 years. Appointees are not charged against the personnel ceiling.

The Youth Opportunity Programs provide an excellent manpower resource to supplement our reduced workforce. Student productivity may be sharply increased by careful supervision and continuation for more than one year of the best performers. In addition, expanded use of qualified college students promises to make this an even more viable program. Accordingly, HQ DCA requested and has received an increase of eight authorizations for FY 78.

STAY-IN-SCHOOL

ACTIVITY	FY 77	
	AUTHORIZED BY CSC	ASSIGNED (Average)
HQ DCA	14	14
NCS	1	1
DCAOC	2	2
DCEC	15	15
CCTC	11	11
DECCO	1	1
PAC	1	1
TOTAL	45	45

Code 722, Mrs. Phillip, Ext 22794

YOUTH OPPORTUNITY PROGRAMS

SUMMER EMPLOYMENT

Each year the Agency actively participates in the Summer Employment Programs
for youths. Employment goals for this program for the past two fiscal years
have been set at 4.2% of civilian strength. The USCSC and DoD encourages
agencies to set aside at least three fourths of their summer jobs for dis-
advantaged youths.

DISADVANTAGED YOUTHS EMPLOYMENT

YEAR	GOAL	ACTUAL
FY 76	68	55
FY 77	67	68

For both of the years shown above, DCA was unable to employ youths from
the Summer Employment Register maintained by the U. S. Civil Service
Commission because of manpower restrictions. These persons count against
the manpower ceiling while the disadvantaged youths do not. All summer
appointments during both fiscal years were of disadvantaged youths.
Students hired under the stay-in-school campaign are applied toward the
Summer Employment Program goals when employed during the summer period.
In this respect, the Agency more than met its employment goals and
cooperated fully in the spirit and intent of the program.

Code 722, Mr. Lewis, Ext 22793

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COOPERATIVE EDUCATION

The Cooperative Education Program provides periods of study-related, fully paid employment in suitable types of work for college students who are pursuing a baccalaureate curriculum. It is conducted in accordance with a planned schedule and a working agreement between DCA and the college.

Participation in the "CO OP" Program has strengthened the professional occupations within the Agency, enhanced our image as a prospective employer among college students and faculty, and provided a source of potential entry-level candidates before graduation. While participants count against authorizations during actual work periods, overauthorizations based upon the "hire-lapse" rate have been utilized to cover participants. Due to current strength ceilings, the CO OP Program will continue to be supported by overauthorizations for those individuals already in the program. New students will be supported from within authorized manpower resources. Accordingly, a slight decrease to eight students is anticipated for FY 78.

PARTICIPATION IN COOPERATIVE EDUCATION PROGRAM

ACTIVITY	OCCUPATION	FY 76	FY 77
700	Personnel	1	0
DCAOC	Data Processing	1	1
CCTC	Data Processing	7	8
DCEC	Engineering	2	2
DCA-WIDE	TOTAL	11	11

Code 722, Mrs. Phillip, Ext 22794

EMPLOYMENT OF HANDICAPPED INDIVIDUALS
AND DISABLED VETERANS

DCA policy provides for equal employment opportunity to all persons,
and that no one shall be discriminated against because of factors that
do not relate to effective job performance. Supervisors must make
realistic decisions about employment of handicapped individuals and work
to remove barriers to their employment.

During FY 77, the Self-Identification of Medical Disability Survey was
conducted with 62% response rate. Statistics are now based on those
data. Using the new codes, 9.5% of the individuals who identified
their handicap status have reportable handicaps. Approximately 5% of
our workforce are Disabled Veterans. Disabled persons are employed
in a broad range of grade levels and in 32 occupational series. Ten
disabled persons were hired during FY 77.

The DCA Affirmative Action Plan for Employment of Handicapped Individuals
and Disabled Veterans provides overall objectives, assesses accomplish-
ments, and indicates action items, together with responsibilities and
target dates for FY 78.

EMPLOYEES INDICATING DISABILITY

ACTIVITY	NUMBER
HQ DCA	29
NCS	1
WSEO	1
DCAOC	14
DCEC	16
CCTC	15
DECCO	16
EUR	4
PAC	2
TOTAL	98

Code 722, Mrs. Phillip, Ext 22794

BLOOD DONOR PARTICIPATION

To qualify for a Red Cross Bloodmobile, at least 90 Defense Communications Agency volunteers are required at each scheduled bloodmobile. In April 1977, this number was raised to 100 in order for DCA to ensure reaching the 75 pints of blood collected that Red Cross requires in order to have a blood-mobile. Our goal is 150 usable pints of blood each year.

Our percentage of participation has increased though our on-board strength has decreased. This can be attributed to the individual recruiters through-out the Agency and Civilian Personnel employees' personal contact with employees. The American Red Cross, Arlington Chapter, presented to DCA a Certificate of Achievement for exceeding 100% participation in the Blood Mobile Program for 1976.

DATES OF BLOODMOBILES	ON-BOARD STRENGTH*	NUMBER VOLUNTEERS	NUMBER DEFERRALS	ACTUAL DONATIONS	PERCENTAGE**
July 1976	940	110	26	84	112%
November 1976	862	96	5	91	121%
April 1977	848	103	8	95	127%
August 1977	853	102	10	92	123%

*Includes both military and civilian employees assigned to DCA, NCS, WSEO, CCTC, and DCAOC at Headquarters compound. Personnel assigned to other DCA field activities also participate, but separate statistics are not maintained.
**Actual divided by quota (75 people per bloodmobile) = percentage

Code 723, Ms Martocci, Ext 22788

BOND DRIVE

A savings bond campaign is conducted annually between 1 May and 15 June. The campaign participation goal for the past two years has been set at 75% of civilian strength.

YEAR	PARTICIPATION RATE
FY 76	61%
FY 77	67%

Increased emphasis on the part of managers and supervisors not only during the campaign period but also all through the year should serve to increase the overall participation rate.

APPEALS AND GRIEVANCES

EMPLOYEES FILING APPEALS OR GRIEVANCES EXCLUDING EQUAL OPPORTUNITY COMPLAINTS WITH DCA OR CIVIL SERVICE COMMISSION

There were 12 appeals filed by employees during FY 77. The increase in classification appeals is not attributable to any one reason. No change in grade has resulted from any of the appeals. The number of grievances remained constant at three for FY 76 and FY 77.

APPEALS

TYPE	FY 76		FY 77	
	NO	RESULT	NO	RESULT
Classification	3	Denied	7	5 Denied 1 Pending 1 Withdrawn
Performance	2	Denied	2	2 Denied; 1 Reopened & Pending
Within-Grade Withheld	1	Denied	2	1 Denied 1 Pending
Reduction in Force	1	Denied	0	
Adverse Action	0		1	Pending
TOTAL	7		12	

DISCIPLINARY AND CORRECTIVE ACTIONS

EMPLOYEES DISCIPLINED BY REMOVALS, TERMINATIONS FOR CAUSE, SEPARATIONS FOR INEFFICIENCY, SUSPENSIONS, UNSATISFACTORY PERFORMANCE RATINGS, AND WRITTEN REPRIMANDS

Disciplinary actions were not significant in terms of numbers. This reflects the quality workforce composition of educated and experienced career personnel. However, supervisors indicate an awareness of the availability of corrective actions when employee conduct fails to meet established standards.

Code 722, Mr. Lewis, Ext 22793